

COWIE FLEET
Cars, Vans, Trucks,
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COWIE FLEET DIVISION
Head Office:
MILLFIELD HOUSE, HYLTON ROAD
SUNDERLAND, DURHAM
TELE: SUNDERLAND 70441 TELEX: 537085

FINANCIAL TIMES

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**12p

the **AAAA**
teamworkers
Taylor Woodrow

NEWS SUMMARY

GENERAL

Riot shields used at carnival

Police resorted to riot shields at night at London's Notting Hill carnival as sporadic incidents of violence developed or a comparatively calm day. One police officer was taken to Mary's Hospital after being hit in the stomach. A youth was critically injured in the same hospital with a stab wound. Two last night 10 police and 10 people had been injured and 10 people arrested. Over the past two days 180 crimes have been reported. Earlier, as onlookers applauded, a carrying traditional reggae bands were followed by a group of people, some of whom were running from bottles in an Indian style. One float carried a political message saying "Victory to the freedom fighters." A man held a machine-gun and carried a banner of Rhodesian leader Mr. Ian Smith with a noose round his neck.

Last Germany arms Ethiopia

Ethiopia is receiving military aid from East Germany at the behest of the Soviet Union, it is reported in Beirut. Experts, including a house-to-house combat instructor, small arms and light anti-tank equipment were said to be involved. Ethiopia revamps command Page 4

Flight delays

Many flights leaving Gatwick and Heathrow yesterday were delayed by up to 24 hours because of the four-day air traffic controllers' strike, which was due to end at midnight.

Concorde setback

Federal Appeals Court yesterday ordered that the Anglo-French Concorde be barred from taking flights to New York until September 19 court hearing its landing rights there. But this ruling British Airways said it would start flights to-day.

Holiday rush

The weather brought a rush to the shops in South-East England yesterday. Fishing broke out at Margate after the arrival of the sun. Eighteen people were arrested.

Chad claim

Chad, accusing Libya of wanting to use uranium from its northern Anzou area to build a nuclear bomb, claimed that its troops were fighting a protracted battle against rebels round Anzou which, it says, Libyans have occupied.

Test draw likely

Australia, battling towards an expected draw were 226 for 6 in their first innings of the final Test at the Oval. Page 2. The Cornhill offer. Page 8

Space shots offer

The Soviet Union is offering other countries the chance to buy photographs of the earth's surface taken by its cosmonauts and satellites. Tass News Agency reported in Moscow.

Desert talks

Ministers and experts from 100 nations, meeting at Nairobi, began the world's first conference on how to stop and reverse the spread of deserts.

Brands deaths

Brian McGuire, 30, the Australian racing driver, was killed when his Formula One car plunged off the track and struck a marshal's post at Brands Hatch during practice. One marshal died later and two were injured.

Briefly...

Vandals started a "lowering inferno" blaze in a 30-storey Glasgow council flats block in which a boy died yesterday; neighbours claimed. Lloyds Bank is to sponsor the 1977-78 national schools public speaking competition. A group of Swiss drug addicts is to be treated at a Thai Buddhist monastery which specialises in herbal cures. Mr. James Callaghan, Prime Minister, is to begin a six-day visit to Scotland to-morrow. Page 6. Great Britain II and Heath's Condor were disputing the lead in the Bay of Biscay in the round-the-world race. The U.S. defeated Britain 16-8 in the 26th Walker Cup match. President Tito of Yugoslavia is due to arrive in Peking to-day at the start of a 10-day visit to China.

BUSINESS

Inflation policy has many sceptics

A 12-MONTH limit on the frequency of pay rises will not succeed in reducing the rate of inflation according to almost two-fifths of over 1,000 respondents to a Financial Times survey interviewed at the beginning of August. But a slightly larger proportion thought the policy would succeed, while just under a fifth said they did not know. However, in spite of the high level of scepticism about the Government's counter-inflation policies, consumer confidence, as measured by the FT monthly index, showed a marked turn for the better. Nevertheless, the proportion of people thinking that now is a good time to buy consumer durables is at its lowest since December 1975, and more respondents said they were worse off compared with a year ago. Page 8

● **FT Grocery Prices Index** fell for the second month running, owing to lower prices for fresh fruit and vegetables. But a 1.2 per cent. price drop in this sector was partially countered by steadily rising costs of dairy produce, bread, cereals and fresh meat. The index fell 2.02 to 236.46, back to near its March level. Page 8

● **MACHINE TOOL** industry is worried that British Leyland has placed its second major order for the new Almi project, like its first, with a West German manufacturer. Back Page 4

● **LABOUR PARTY** conference in early October will have a recommendation from its National Executive Committee for the formation of a State Bank, probably through a merger of the National Savings Bank and Post Office Giro. But a majority of the public strongly opposes proposals to nationalise the banks, according to surveys commissioned by the Committee of London Clearing Banks. Page 6

Wall Street gains 8.67

● **WALL STREET** rallied, closing 8.67 higher at \$64.09. ● **THE DOLLARS** weighted average depreciation narrowed to 0.57 (0.91) per cent.

● **U.S. STEEL CORPORATION**, hit by falling sales and competition from imports, plans to cut up to 1,000 white-collar jobs in two of the three plants concerned, the Triumph factory at Canby and the Rover plant at Solihull, refusing to have anything to do with worker participation. Back Page 29

● **CONGRESS** may be better suited than the U.S. courts to decide the merits of the Administration's anti-trust suit against American Telephone and Telegraph, suggested Mr. Griffin Bell, U.S. Attorney-General. Page 29

Plants reject Leyland plan

● **LEYLAND CARS** £250m. plan to double output of the Land Rover and Range Rover models has run into trouble with unions at two of the three plants concerned, the Triumph factory at Canby and the Rover plant at Solihull, refusing to have anything to do with worker participation. Back Page 29

● **NATIONAL PITHEAD** ballot on the plan for a high-paying miners' incentive scheme is being held this week by moderates on the union's executive committee. Back Page 29

● **KOREAN CUTLERY** manufacturers begin talks in Sheffield this week with the Cutlery and Silverware Association on cutting their exports to the U.K. Page 30

● **FORD** is to introduce a new Granada range in Britain from September 14. As well as a three-door hatchback, there will be a choice of two new German-developed engines. Picture Page 6

● **ITALY'S** commercial banks are expected to reduce their lending rate to prime borrowers for the second time this year after the week-end 14 per cent. cut in the discount rate. Page 4

● **MR. DAVID BASNETT**, General and Municipal Workers' Union general secretary, said that the Government should restore between £1.1bn. and £2.1bn. taken out of public expenditure by lowering value-added tax and embarking on a new job-creation programme. Page 8

● **JERSEY MAN**, whose assets have been seized because of an alleged debt of nearly £200,000 to the U.K. tax authorities, has filed an application before the island's Royal Court for the release of the property on the grounds that the U.K. is effectively a foreign country for fiscal purposes.

Sweden devalues krona 10% and quits 'Snake'

BY WILLIAM DULLFORCE, Stockholm, Aug. 29

Sweden to-day devalued the krona by 10 per cent. and left the European Currency Co-operation Agreement—the so-called "Snake." At the same time, it imposed a price freeze until the end of October.

It also invited the trade unions to discuss future economic and tax policies and cut employers' payroll tax by 2 per cent. from January 1. The Swedish devaluation, formally announced to the Finance Ministers of the other "Snake" countries by Mr. Gösta Bohman, the Economy Minister in Frankfurt yesterday evening, precipitated devaluations of 5 per cent. both the Danish and Norwegian kroner. Neither Denmark nor Norway is leaving the "Snake."

The Finnish currency exchange was closed to-day. The Cabinet's economic committee is expected to meet on August 31 but use any increase in earnings for investment and consolidation. In spite of this plea for dividend restraint, the Stockholm exchange recorded the biggest daily increases in its general and industrial share indices so far this year.

Mr. Olof Palme, the Socialist Democrat Opposition leader, reacted strongly against the Government measures, which he labelled as "hostile to wage-earners."

Mr. Gunnar Nilsson, chairman of the Labour Federation, LO, ment and dampen the increase in labour costs in dealing with inflation but would not state flatly

that his members would seek full compensation for price increases. The Riksbank (central bank) announced that the krona rate will in future be linked on a trade weighted basis to a basket of 15 currencies from Sweden's main trading partners. On a weighted basis, the D-mark would account for 16.7 per cent. and the pound for 13.14 per cent. The U.S. dollar will have double weighting because so many Swedish exports are quoted in dollars, making it roughly equivalent to the D-mark.

Co-operation

Mr. Fjellin tried to smooth the way for union co-operation to-day by expressing the hope that companies would not raise dividends in 1977 and 1978 but use any increase in earnings for investment and consolidation. In spite of this plea for dividend restraint, the Stockholm exchange recorded the biggest daily increases in its general and industrial share indices so far this year.

Continued on Back Page

Editorial comment Page 10
Lex Back Page
Paper makers benefit Page 4

Sun brings out Britain's combine harvesters

BY CHRISTOPHER PARKES

FINE DRYING weather over most of Britain brought the combine harvesting machinery out in force during the holiday weekend. As the rainclouds dispersed so did much of the gloom hanging over farming.

In many parts of the country, grain which last week was coming in from the fields soaking wet and in need of costly drying to the barns, is now being stored straight from the combine.

Mr. W. G. Snook, of the National Farmers' Union Cereals Committee, who farms in Buckinghamshire, said yesterday: "We have all got good crops in the field, but we have not got them in the barn yet. Many crops have taken all the rain they can. More rain like the storms last week and we have had it."

His two combine harvesters were out over the week-end and again yesterday cutting 30 acres a day. With 500 acres of wheat and barley still to be harvested, however, Mr. Snook wants another fortnight of fine dry weather.

"We have seen a tremendous amount of damage, but another two weeks of this weather could transform the position completely." Mr. S. W. Passmore, another large-scale farmer from Oxfordshire, said that although he had been busy harvesting for the past few days, he still had more than half his crop to get in.

He calculated that his farm, in the driest part of Britain, had been drenched with 7.5 inches

of rain during August. The highest previous rainfall he could recall was 3.5 inches.

He was particularly concerned about the quality of his grain. Both wheat and barley had started to germinate while in the ear, although the severity of the trouble varied from field to field.

Quite a lot of wheat would not be good for milling. One batch of barley grown on contract for seed had only a marginal chance of meeting quality requirements.

The crops he was harvesting yesterday, though, were dry enough—at 16 per cent. moisture content—to go straight into store without being put through the dryer.

Moisture content was about 16 per cent.—"absolutely perfect"—but yields were well short of the records forecast for his area. His 100-acre fields were yielding slightly more than two tons an acre as against 53 cwt. in the past "normal year" of 1974.

The Ministry of Agriculture yesterday reported plenty of activity in the main grain areas. A Ministry observer in Norfolk

said yields from winter wheat were equal to the average of the past five years. Winter barley production was 8 per cent. up on the mean and 20 per cent. higher than last year. Spring barley output was 1 per cent. less than the average, but 17 per cent. up on 1976.

Mr. Albert Davies, one of the Ministry's chief advisers, reported that although the past 10 days' rain had flattened many crops, "the situation is by no means critical as far as fields are concerned."

Other crops such as sugar beet, field vegetables and root crops look very promising. Hay and silage stocks are high so there should be adequate fodder for livestock this winter.

Grain crops elsewhere in the Common Market have suffered from rain, which appears to have extended in a belt from Britain, through the Low Countries, and the North of France, deep into central Germany.

In Belgium there is talk of a lower harvest than last year. In the Netherlands the Ministry of Agriculture admits only to some delays and "slightly reduced" quality.

In France there is concern about the quality of crops in the Paris Basin and further north, but overall the yield could approach the record 42.8m. tonnes of 1973.

The only country to have escaped the rains is Denmark, where prospects for the grain harvest are said to be exceptional.

Reserves expected to show further big rise

By Peter Riddell, Economics Correspondent

A FURTHER large increase in Britain's official reserves is expected to be announced by the Treasury on Friday.

Market estimates generally put the increase this month at more than \$1bn. and range up to \$1.5bn. The final figure will depend on the extent of both official borrowing and delayed receipts from forward operations.

At the end of July the reserves stood at \$13.4bn., compared with \$4.1bn. at the beginning of the year.

It is now likely that Britain will draw the final tranche of \$350m. from the International Monetary Fund this month rather than next, taking total drawings on the standby so far to more than \$1.5bn.

However, the U.K. may only draw part of the final \$500m. tranche of the \$1.5bn. Euro-dollar loan arranged in January, making total official drawings for the month of between \$400m. and \$450m.

This could leave an underlying inflow of at least \$300m. as a result of the continuing demand for the pound throughout the month, in large part prompted by hopes of a rise in its value.

This demand has been met by official purchases of foreign currency to maintain the policy of a stable external value for sterling.

Dollar link

The main inflows came at the beginning of the month after the decision at the end of July to sever the pound's link with the dollar and relate it instead to the trade-weighted index of 20 other currencies.

In the past fortnight the inflows have apparently been rather smaller, but the upward pressures on the pound have continued.

This demand has led to a slight appreciation in sterling's exchange rate against the dollar, while the trade-weighted index has edged up fractionally to 62.

This is 21 per cent. higher than before the end of July adjustment, but only about the same level as in early spring.

There has been considerable speculation in the City that continuation of these inflows could force the authorities to allow a further appreciation.

The authorities, however, appear reasonably relaxed about the inflows, partly because these do not pose any immediate threat to the money supply targets after recent large sales of gilt-edged stocks.

Volvo Board abandons Saab merger

BY WILLIAM DULLFORCE

STOCKHOLM, August 29

THE MERGER planned between Saab management has evidently changed its mind. That was taken to refer to Swedish automobile manufacturer, has been abandoned. The Volvo Board decided at the Saab's managing director, one week-end to discontinue negotiations after waiting for two months beyond the agreed July 1 deadline for a decision from the Saab-Scania Board.

Mr. Per Gyllenhammar, Volvo's managing director, said to-day that it was not worthwhile to merge with Saab-Scania. The Saab-Scania Board, which is seen as a second setback for Dr. Wallenberg, aged 77, Mr. Gyllenhammar, who is understood to have supported the abortive plan to merge with Saab-Scania, said that further delay would harm Volvo's planning for the future.

Earnings The change in plan did not mean that Volvo would start talks with foreign car manufacturers nor that it would try to shift production abroad.

Volvo's unaudited first-half report disclosed second quarter earnings of Kr.123m. against the two Swedish high-cost producers needed to rationalise their joint production and to reduce costs, in order to meet international competition.

The decision to merge was announced by the companies on May 6. It was motivated because earnings of Kr.123m. against the two Swedish high-cost producers needed to rationalise their joint production and to reduce costs, in order to meet international competition.

With first-half car sales fell to 2.7 per cent. of turnover against 4.7 per cent. in the corresponding period last year. The drop in profits was due mainly to the cut in car production designed to enable Volvo to run down its stocks of unsold finished cars, which totalled over 80,000 at the beginning of the year.

First-half car sales were virtually unchanged at 134,000, the plan has apparently succeeded. Net adjusted income has fallen successively from Kr.10.40 a share in the first six months of the last year to Kr.6.30 a share in the previous half and Kr.5.40 in the first half this year.

In the 12 months ending June 30, Volvo earned Kr.440m. pre-tax on sales of just under Kr.16bn., compared with Kr.562m. for last year as a whole, when turnover was Kr.15.7bn.

News analysis Page 29

	August 29	Previous
1st half	£1,741,782	£1,742,742
2nd half	£1,741,782	£1,742,742
3rd half	£1,741,782	£1,742,742
4th half	£1,741,782	£1,742,742

FEATURES

U.S. steel industry... 10 Middle East... 11-24
Society To-day... 25

ON OTHER PAGES

Appointments	27	The Technical Page	28
Building News	28	TV and Radio	28
Business Diary	29	Unit Trusts	29
Company News	30	West 32 and 33	30
Crossword	31	Weather	31
Entertainment Guide	32	World News	32
Finance	33	World Trade	33
Financial Diary	34	World Value of	34
Home News	35	2. Home Landmark	35
Insurance	36		

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2

LOMBARD

Fund treatment for Peru

BY HUGH O'SHAUGHNESSY

THE physicians at the International Monetary Fund in New York have been prescribing some of the strongest medicine for Peru after its Government went to them for help in an acute case of balance of payments hemorrhage. Peru has not been able to keep down the first spoonful and what little was digested has produced a nasty case of the shivers. There are those—and they are not all Peruvians—who feel that the medicine could be too strong and cause permanent damage to the political organs. Others say that the hemorrhage is on the point of being cured and the medicine is doing more harm than good.

The case for calling for a second opinion about the treatment for Peru was put forcefully in the other day by a London clearing banker with a good deal of business in that country. Citing the riots, bloodshed and death that had occurred a few weeks ago after the right of centre military Government of General Francisco Morales Bermudez had announced a big package of austerity measures, the banker argued that the international financial community and the IMF itself were demanding too much. "We all know what political difficulties the Government of a country as advanced as Britain encountered when an IMF austerity package was announced."

Pressures

"But in a country as poor as Peru an austerity package often means pushing people into the starvation zone." The tendency was, he added, to look at Peru as a limited liability company with a balance sheet which was more healthy or less healthy, rather than as a country made up of people and subject to often exacerbating political pressures. "I think that the banker was talking a good deal of sense. And before the orthodox throw up their hands in lamentation and accuse the banker and me of wanting to make the Fund into a soft touch for profligate Governments, let me say that I am not in favour of the rest of the world bailing out Latin American presidents who are too quick to use the cheque book. What can, and indeed must, be argued is that the Fund should weigh the demands of prudent lending against the risk that the imposition of inordinate financial stringency on a developing country will lead to the emergence of a Government with unattractive repressive characteristics. Few people's interests are served when a Government is faced with

A gesture

The Peruvians have been criticised for spending good money on buying arms from the Soviet Union. These criticisms have some validity even if, as the Peruvians argue, Moscow offered bargain basement prices as part of its arms selling drive in Latin America. At the same time the Government has refused to align itself with Soviet policies and only the other day made an important political gesture by Washington by authorising the payment of \$1.5m. claimed by Guano Oil, a move which will not endear it to Peruvian nationalists. For some years the military who run Peru have been charting a delicate political course. Their disgust with the parliamentary regime they overthrew in 1968 has meant that they have governed with a good deal of ineptitude born of autocracy. At the same time they have avoided the excesses of repression and wholesale disregard for human rights which have blighted the political lives of some of their neighbours. It would be said if any action of the Fund caused them now to wobble closer towards repression. Now that the Fund itself has received a new injection of money it could do a lot worse than pass a little on to the Peruvians.

FILM AND VIDEO

BY JOHN CHITTOCK

Putting people first

REAL PEOPLE are preoccupying the programme sponsors of today, and there is an underlying anxiety creeping in—a desire not only to be open (because people otherwise might be suspicious) but to be seen to be open—which is beginning to show in the films and audio-visual programmes. Gone are the comfortable old industrial film and out a product or a process; so is the manipulated courtship with cardboard characters of the training film. The trend is exemplified at its best in the latest offering from the Electricity Council—a video-cassette programme made to provide employees with some human background to the 1976-77 Annual Report. This is the fourth year the council have used audio-visual media for this purpose, but the determination to establish rapport right down to the test boys and cleaning ladies comes through more strongly than in usual in this kind of exercise. Not that Electricity 77, as it is called, is in any manner down market.

Interviews

Yet the classic northern accent of Graham Turner, the interviews with lineamen on the job and sales assistants in showrooms, the avoidance of the familiar balance sheets and graphic financial cakes, all create an impression that people are becoming more important than profit.

Another example, more traditional in its approach, has recently been released by J. Sainsbury—this one a tape-slide programme aimed at the 36,000 full and part-time staff. Nothing spectacular or unusual about this programme, which sets about its task of explaining where the money went by using artwork symbols and that inevitable financial cake. But the very acceptance of a need to explain the accounts in this way is now a trend sweeping through industry and commerce—and for Sainsbury too this is not the first time audio-visual media have been used.

A report shortly to be published has made an analysis of U.S. trends in the use of a media for company communication—and again this reflects the growing preoccupation with people: sales promotion is low

down the priority list. In the U.S., the medium most rapidly expanding is closed-circuit television and 83 per cent of company respondents in a recent survey there were using this fast-developing medium. The U.S. has gone through most of the phases in the industrial uses of a-v media, although not necessarily always ahead of Britain. Another example of change, or at least an attempt at it, is evident in the latest U.S. management film import—The Manager and the Organisation, a six-film series starring Peter Drucker and distributed here by Finax Publications.

Starring really is the right word because the Americans still cannot shake off the cult-figure idea in their training films. However, in the one title I sampled in the series, *How To Manage The Boss*, they are trying very hard to treat people as real people and to avoid the patronising tone so familiar in U.S. films. Nonetheless, there is still an uncomfortable hint of manipulation at work in these films—evidenced by the title of the first (and others like *Helping People Perform* and *How To Make The Organisation Work for You*).

Dormant

Manipulation cannot work in the 1970s, and changes in industrial relations must take their natural course. What audio-visual media might do, if intelligently handled, is speed up the change and expose some of the problems that too often lie dormant and break out when management least expects it. Almost with a sense of relief at being excused, the stress of another people programme, I donned my black tie and dinner jacket one evening recently to attend the first industrial film premiere I have ever known that demanded this attire. Perhaps curiosity drew me in the Piccadilly HQ of the Reed Group where the Aylesford Conversion Section of Reed Paper & Board were unleashing their epic production *The Men Who Made Miracles*.

In fact, it was another people film—about the loneliness of the long-distance runner: Mr. Brit, who symbolises the positive achievements of the British

people at a time when everyone has been running us down. Praise indeed for these marvelous sentiments, but I have to confess to being more intrigued by the panache of the preview than the self-indulgent style of the film itself.

Motor cars

For sheer titillation in recent weeks, the critics have had to rely on an old faithful—British Petroleum. Part Five in their continuing series *The History of the Motor Car* has now reached the 1940s and 1950s in *Cars, Cars and More Cars*. The film follows the style of others in the series, a delight for the car enthusiast who rhapsodises about the torsion bar suspension or the old Judd Javelin—and can tell a Studebaker from a Cunningham with both eyes closed.

The archetype of the audio-visual series still can be found, although seldom in its full glory and excellence. Richard Costain have just released two modest but effective examples—*Costain Mine and A Place on the Map*. The first a typical, traditional industrial film about open-pit mining, in which Costain have experience; and the second a softer sell about the Shetland Isles, where Costain have been busy on construction projects to service North Sea oil activities. Yet such films hold less excitement these days; not merely because standards of creativity are not what they used to be, but because technology and industry has lost some of its romance.

Back to the drawing board then, and to people again. Industry is clearly very anxious to use film, television and a-v aids to gain the confidence of people—if, indeed, there is no underlying social malaise that makes a simple cure impossible. Maybe in turning to television, industry is unconsciously realising that this could be where all the trouble began—with social reality distorted to emphasise the glamour of ostentation. But if industry wants to use the medium as a palliative, it must avoid the reciprocal dangers of emphasising pleasantness. The yellow brick road was an escapist creation of Hollywood and has no place in films that are trying to solve our problems.

SPORT

Filbert Bayi beaten by malaria, jet lag and Co

IT IS NOT every day that a man of 20 steps onto an athletics track and shoves the world's 1,500 metres record holder into second place by neatly outmanoeuvring him over the last few strides. That is what Sabastian Coe did to Filbert Bayi of Tanzania yesterday in the Emsley Carr Mile at Crystal Palace.

The invitation race formed part of the U.K.-West Germany match and provided Coe—slight, modest and boyishly articulate—with a personal best of 3:57.88, a 5th of a second up on Bayi.

Coe is already the European indoor 800m champion and one of our brightest prospects. Bayi was not at his best. He had an attack of malaria earlier this year. He had flu when he arrived in Britain from Rome at 1 p.m. yesterday and had to dash to Crystal Palace. The remains hopeful that after some attitude recuperation at home in Africa he will be fit to race against arch-foe John Walker of New Zealand in a mile race in Vancouver on September 17. Between them these two great athletes could mount an assault on Walker's two-year world record of 3:49.4 for the mile.

The other highlight of yesterday's match was another U.K. national pole-vault record by Brian Hooper, who scaled 5.40 metres. This performance puts him on the fringe of world class.

Hooper said yesterday: "I can do better than that but I still need some decent new poles. I've got two but I need six. They come from America and cost £80 each. So far the British authorities have paid for them, although I am quite prepared to have a family whipround."

Britain scored 1-2 victories in numerous events against a lacklustre West German side. Geoff Capes and Mike Wynne scored a shut-out in the shot. Andrea Lynch and Katherine Smallwood did the same in the women's 200m and Ainsley Bennett and Allan Wells flew home for maximum points in the 200m. Dennis Coates won the 3,000m in 8:28.24 and Berwyn Price scored a fluent win in the 110m hurdles (14.09). Despite the fleeting satisfac-

tion of victories against standard German teams in the past, British athletics is a state where very fast is a goal illustrated by Glen Coe's decision to quit Britain at Boston University.

The 23-year-old, who won the 400m as many in a personal best of 1:00.99, said he was with the way he was treated in this country and treated by lack of help.

In the U.S. he will organise himself. These days meo like Ariel, the founder of a called Computerized Biocal Analysis, are revolutionising the sport with all forms of sport with potential and performance. Cohen is joining a number of young athletes that British, with resources and inadequate, has little to offer a shame.

FINAL SCORE: Men Britain 125, West Ger 63. Women: Britain 94, West Ger 63.

ATHLETICS

BY MICHAEL THOMPSON-NOEL

each. So far the British authorities have paid for them, although I am quite prepared to have a family whipround."

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Australia bat towards a draw

IN BRIGHT sunshine, on a pitch without venom which had completely recovered from Saturday's rain, Australia batted their way to safety and an almost certain draw.

At stumps they had taken their first innings total to 226 for six, largely through an attractive 86 from Hookes, a watchful 53 not out from Marsh, a brisk 39 from Chappell and a dogged 33 from McCosker.

The England attack appeared to be blunted more by the wicket than the quality of the batting which, in the main, was unexceptional.

Wicket the series settled and the small hope of a decision was the interest departed. Willis was the most successful bowler, having now achieved the considerable feat of taking 25 wickets in the series while Lever, who has limited opportunities, bowled well as anybody.

All the while Hookes was the over rate, despite 25 wickets in the series while Lever, who has limited opportunities, bowled well as anybody.

As McCosker was mainly interested in survival, runs in the

morning were few and far between and only 60 were on the board at the interval.

The afternoon session began with the bowling shared between Underwood and Hendrick. Although at 2.35 Hughes eventually secured that welcome single it did him little good as

Hookes had several moments in the final session produced some of the best he has seen in his career.

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TV/Radio

Incidents programme in black and white

BBC 1

6.40-7.55 a.m. Open University (UHF only). 9.45 The Wombles. 9.50 Jackanory. 10.05 Saturday. 10.55 Cricket: Fifth Test: England v. Australia. 1.30 p.m. Cambridge Green. 1.45 News. 2.00 Cricket: England v. Australia. 4.15 Regional News for England (except London). 4.20 Play School. 4.45 The Beautiful Game. 5.00 Play Away. 5.35 Magic Roundabout. 5.40 News. 5.55 Nationwide (London and South-East only). 6.20 Nationwide. 6.55 Bugs Bunny. 7.00 The Osmonds.

BBC 2

6.40-7.55 a.m. Open University. 11.40 Play School. 11.55 Cricket: Fifth Test: England v. Australia. 1.30 p.m. Cambridge Green. 1.45 News. 2.00 Cricket: England v. Australia. 4.15 Regional News for England (except London). 4.20 Play School. 4.45 The Beautiful Game. 5.00 Play Away. 5.35 Magic Roundabout. 5.40 News. 5.55 Nationwide (London and South-East only). 6.20 Nationwide. 6.55 Bugs Bunny. 7.00 The Osmonds.

BBC 3

6.40-7.55 a.m. Open University. 11.40 Play School. 11.55 Cricket: Fifth Test: England v. Australia. 1.30 p.m. Cambridge Green. 1.45 News. 2.00 Cricket: England v. Australia. 4.15 Regional News for England (except London). 4.20 Play School. 4.45 The Beautiful Game. 5.00 Play Away. 5.35 Magic Roundabout. 5.40 News. 5.55 Nationwide (London and South-East only). 6.20 Nationwide. 6.55 Bugs Bunny. 7.00 The Osmonds.

BBC 4

6.40-7.55 a.m. Open University. 11.40 Play School. 11.55 Cricket: Fifth Test: England v. Australia. 1.30 p.m. Cambridge Green. 1.45 News. 2.00 Cricket: England v. Australia. 4.15 Regional News for England (except London). 4.20 Play School. 4.45 The Beautiful Game. 5.00 Play Away. 5.35 Magic Roundabout. 5.40 News. 5.55 Nationwide (London and South-East only). 6.20 Nationwide. 6.55 Bugs Bunny. 7.00 The Osmonds.

BBC 5

6.40-7.55 a.m. Open University. 11.40 Play School. 11.55 Cricket: Fifth Test: England v. Australia. 1.30 p.m. Cambridge Green. 1.45 News. 2.00 Cricket: England v. Australia. 4.15 Regional News for England (except London). 4.20 Play School. 4.45 The Beautiful Game. 5.00 Play Away. 5.35 Magic Roundabout. 5.40 News. 5.55 Nationwide (London and South-East only). 6.20 Nationwide. 6.55 Bugs Bunny. 7.00 The Osmonds.

BBC 6

6.40-7.55 a.m. Open University. 11.40 Play School. 11.55 Cricket: Fifth Test: England v. Australia. 1.30 p.m. Cambridge Green. 1.45 News. 2.00 Cricket: England v. Australia. 4.15 Regional News for England (except London). 4.20 Play School. 4.45 The Beautiful Game. 5.00 Play Away. 5.35 Magic Roundabout. 5.40 News. 5.55 Nationwide (London and South-East only). 6.20 Nationwide. 6.55 Bugs Bunny. 7.00 The Osmonds.

BBC 7

6.40-7.55 a.m. Open University. 11.40 Play School. 11.55 Cricket: Fifth Test: England v. Australia. 1.30 p.m. Cambridge Green. 1.45 News. 2.00 Cricket: England v. Australia. 4.15 Regional News for England (except London). 4.20 Play School. 4.45 The Beautiful Game. 5.00 Play Away. 5.35 Magic Roundabout. 5.40 News. 5.55 Nationwide (London and South-East only). 6.20 Nationwide. 6.55 Bugs Bunny. 7.00 The Osmonds.

BBC 8

6.40-7.55 a.m. Open University. 11.40 Play School. 11.55 Cricket: Fifth Test: England v. Australia. 1.30 p.m. Cambridge Green. 1.45 News. 2.00 Cricket: England v. Australia. 4.15 Regional News for England (except London). 4.20 Play School. 4.45 The Beautiful Game. 5.00 Play Away. 5.35 Magic Roundabout. 5.40 News. 5.55 Nationwide (London and South-East only). 6.20 Nationwide. 6.55 Bugs Bunny. 7.00 The Osmonds.

BBC 9

6.40-7.55 a.m. Open University. 11.40 Play School. 11.55 Cricket: Fifth Test: England v. Australia. 1.30 p.m. Cambridge Green. 1.45 News. 2.00 Cricket: England v. Australia. 4.15 Regional News for England (except London). 4.20 Play School. 4.45 The Beautiful Game. 5.00 Play Away. 5.35 Magic Roundabout. 5.40 News. 5.55 Nationwide (London and South-East only). 6.20 Nationwide. 6.55 Bugs Bunny. 7.00 The Osmonds.

BBC 10

6.40-7.55 a.m. Open University. 11.40 Play School. 11.55 Cricket: Fifth Test: England v. Australia. 1.30 p.m. Cambridge Green. 1.45 News. 2.00 Cricket: England v. Australia. 4.15 Regional News for England (except London). 4.20 Play School. 4.45 The Beautiful Game. 5.00 Play Away. 5.35 Magic Roundabout. 5.40 News. 5.55 Nationwide (London and South-East only). 6.20 Nationwide. 6.55 Bugs Bunny. 7.00 The Osmonds.

BBC 11

6.40-7.55 a.m. Open University. 11.40 Play School. 11.55 Cricket: Fifth Test: England v. Australia. 1.30 p.m. Cambridge Green. 1.45 News. 2.00 Cricket: England v. Australia. 4.15 Regional News for England (except London). 4.20 Play School. 4.45 The Beautiful Game. 5.00 Play Away. 5.35 Magic Roundabout. 5.40 News. 5.55 Nationwide (London and South-East only). 6.20 Nationwide. 6.55 Bugs Bunny. 7.00 The Osmonds.

BBC 12

6.40-7.55 a.m. Open University. 11.40 Play School. 11.55 Cricket: Fifth Test: England v. Australia. 1.30 p.m. Cambridge Green. 1.45 News. 2.00 Cricket: England v. Australia. 4.15 Regional News for England (except London). 4.20 Play School. 4.45 The Beautiful Game. 5.00 Play Away. 5.35 Magic Roundabout. 5.40 News. 5.55 Nationwide (London and South-East only). 6.20 Nationwide. 6.55 Bugs Bunny. 7.00 The Osmonds.

BBC 13

6.40-7.55 a.m. Open University. 11.40 Play School. 11.55 Cricket: Fifth Test: England v. Australia. 1.30 p.m. Cambridge Green. 1.45 News. 2.00 Cricket: England v. Australia. 4.15 Regional News for England (except London). 4.20 Play School. 4.45 The Beautiful Game. 5.00 Play Away. 5.35 Magic Roundabout. 5.40 News. 5.55 Nationwide (London and South-East only). 6.20 Nationwide. 6.55 Bugs Bunny. 7.00 The Osmonds.

BBC 14

6.40-7.55 a.m. Open University. 11.40 Play School. 11.55 Cricket: Fifth Test: England v. Australia. 1.30 p.m. Cambridge Green. 1.45 News. 2.00 Cricket: England v. Australia. 4.15 Regional News for England (except London). 4.20 Play School. 4.45 The Beautiful Game. 5.00 Play Away. 5.35 Magic Roundabout. 5.40 News. 5.55 Nationwide (London and South-East only). 6.20 Nationwide. 6.55 Bugs Bunny. 7.00 The Osmonds.

BBC 15

6.40-7.55 a.m. Open University. 11.40 Play School. 11.55 Cricket: Fifth Test: England v. Australia. 1.30 p.m. Cambridge Green. 1.45 News. 2.00 Cricket: England v. Australia. 4.15 Regional News for England (except London). 4.20 Play School. 4.45 The Beautiful Game. 5.00 Play Away. 5.35 Magic Roundabout. 5.40 News. 5.55 Nationwide (London and South-East only). 6.20 Nationwide. 6.55 Bugs Bunny. 7.00 The Osmonds.

BBC 16

6.40-7.55 a.m. Open University. 11.40 Play School. 11.55 Cricket: Fifth Test: England v. Australia. 1.30 p.m. Cambridge Green. 1.45 News. 2.00 Cricket: England v. Australia. 4.15 Regional News for England (except London). 4.20 Play School. 4.45 The Beautiful Game. 5.00 Play Away. 5.35 Magic Roundabout. 5.40 News. 5.55 Nationwide (London and South-East only). 6.20 Nationwide. 6.55 Bugs Bunny. 7.00 The Osmonds.

BBC 17

6.40-7.55 a.m. Open University. 11.40 Play School. 11.55 Cricket: Fifth Test: England v. Australia. 1.30 p.m. Cambridge Green. 1.45 News. 2.00 Cricket: England v. Australia. 4.15 Regional News for England (except London). 4.20 Play School. 4.45 The Beautiful Game. 5.00 Play Away. 5.35 Magic Roundabout. 5.40 News. 5.55 Nationwide (London and South-East only). 6.20 Nationwide. 6.55 Bugs Bunny. 7.00 The Osmonds.

BBC 18

6.40-7.55 a.m. Open University. 11.40 Play School. 11.55 Cricket: Fifth Test: England v. Australia. 1.30 p.m. Cambridge Green. 1.45 News. 2.00 Cricket: England v. Australia. 4.15 Regional News for England (except London). 4.20 Play School. 4.45 The Beautiful Game. 5.00 Play Away. 5.35 Magic Roundabout. 5.40 News. 5.55 Nationwide (London and South-East only). 6.20 Nationwide. 6.55 Bugs Bunny. 7.00 The Osmonds.

BBC 19

6.40-7.55 a.m. Open University. 11.40 Play School. 11.55 Cricket: Fifth Test: England v. Australia. 1.30 p.m. Cambridge Green. 1.45 News. 2.00 Cricket: England v. Australia. 4.15 Regional News for England (except London). 4.20 Play School. 4.45 The Beautiful Game. 5.00 Play Away. 5.35 Magic Roundabout. 5.40 News. 5.55 Nationwide (London and South-East only). 6.20 Nationwide. 6.55 Bugs Bunny. 7.00 The Osmonds.

BBC 20

6.40-7.55 a.m. Open University. 11.40 Play School. 11.55 Cricket: Fifth Test: England v. Australia. 1.30 p.m. Cambridge Green. 1.45 News. 2.00 Cricket: England v. Australia. 4.15 Regional News for England (except London). 4.20 Play School. 4.45 The Beautiful Game. 5.00 Play Away. 5.35 Magic Roundabout. 5.40 News. 5.55 Nationwide (London and South-East only). 6.20 Nationwide. 6.55 Bugs Bunny. 7.00 The Osmonds.

BBC 21

6.40-7.55 a.m. Open University. 11.40 Play School. 11.55 Cricket: Fifth Test: England v. Australia. 1.30 p.m. Cambridge Green. 1.45 News. 2.00 Cricket: England v. Australia. 4.15 Regional News for England (except London). 4.20 Play School. 4.45 The Beautiful Game. 5.00 Play Away. 5.35 Magic Roundabout. 5.40 News. 5.55 Nationwide (London and South-East only). 6.20 Nationwide. 6.55 Bugs Bunny. 7.00 The Osmonds.

BBC 22

6.40-7.55 a.m. Open University. 11.40 Play School. 11.55 Cricket: Fifth Test: England v. Australia. 1.30 p.m. Cambridge Green. 1.45 News. 2.00 Cricket: England v. Australia. 4.15 Regional News for England (except London). 4.20 Play School. 4.45 The Beautiful Game. 5.00 Play Away. 5.35 Magic Roundabout. 5.40 News. 5.55 Nationwide (London and South-East only). 6.20 Nationwide. 6.55 Bugs Bunny. 7.00 The Osmonds.

BBC 23

6.40-7.55 a.m. Open University. 11.40 Play School. 11.55 Cricket: Fifth Test: England v. Australia. 1.30 p.m. Cambridge Green. 1.45 News. 2.00 Cricket: England v. Australia. 4.15 Regional News for England (except London). 4.20 Play School. 4.45 The Beautiful Game. 5.00 Play Away. 5.35 Magic Roundabout. 5.40 News. 5.55 Nationwide (London and South-East only). 6.20 Nationwide. 6.55 Bugs Bunny. 7.00 The Osmonds.

BBC 24

6.40-7.55 a.m. Open University. 11.40 Play School. 11.55 Cricket: Fifth Test: England v. Australia. 1.30 p.m. Cambridge Green. 1.45 News. 2.00 Cricket: England v. Australia. 4.15 Regional News for England (except London). 4.20 Play School. 4.45 The Beautiful Game. 5.00 Play Away. 5.35 Magic Roundabout. 5.40 News. 5.55 Nationwide (London and South-East only). 6.20 Nationwide. 6.55 Bugs Bunny. 7.00 The Osmonds.

BBC 25

6.40-7.55 a.m. Open University. 11.40 Play School. 11.55 Cricket: Fifth Test: England v. Australia. 1.30 p.m. Cambridge Green. 1.45 News. 2.00 Cricket: England v. Australia. 4.15 Regional News for England (except London). 4.20 Play School. 4.45 The Beautiful Game. 5.00 Play Away. 5.35 Magic Roundabout. 5.40 News. 5.55 Nationwide (London and South-East only). 6.20 Nationwide. 6.55 Bugs Bunny. 7.00 The Osmonds.

BBC 26

6.40-7.55 a.m. Open University. 11.40 Play School. 11.55 Cricket: Fifth Test: England v. Australia. 1.30 p.m. Cambridge Green. 1.45 News. 2.00 Cricket: England v. Australia. 4.15 Regional News for England (except London). 4.20 Play School. 4.45 The Beautiful Game. 5.00 Play Away. 5.35 Magic Roundabout. 5.40 News. 5.55 Nationwide (London and South-East only). 6.20 Nationwide. 6.55 Bugs Bunny. 7.00 The Osmonds.

BBC 27

6.40-7.55 a.m. Open University. 11.40 Play School. 11.55 Cricket: Fifth Test: England v. Australia. 1.30 p.m. Cambridge Green. 1.45 News. 2.00 Cricket: England v. Australia. 4.15 Regional News for England (except London). 4.20 Play School. 4.45 The Beautiful Game. 5.00 Play Away. 5.35 Magic Roundabout. 5.40 News. 5.55 Nationwide (London and South-East only). 6.20 Nationwide. 6.55 Bugs Bunny. 7.00 The Osmonds.

BBC 28

6.40-7.55 a.m. Open University. 11.40 Play School. 11.55 Cricket: Fifth Test: England v. Australia. 1.30 p.m. Cambridge Green. 1.45 News. 2.00 Cricket: England v. Australia. 4.15 Regional News for England (except London). 4.20 Play School. 4.45 The Beautiful Game. 5.00 Play Away. 5.35 Magic Roundabout. 5.40 News. 5.55 Nationwide (London and South-East only). 6.20 Nationwide. 6.55 Bugs Bunny. 7.00 The Osmonds.

BBC 29

6.40-7.55 a.m. Open University. 11.40 Play School. 11.55 Cricket: Fifth Test: England v. Australia. 1.30 p.m. Cambridge Green. 1.45 News. 2.00 Cricket: England v. Australia. 4.15 Regional News for England (except London). 4.20 Play School. 4.45 The Beautiful Game. 5.00 Play Away. 5.35 Magic Roundabout. 5.40 News. 5.55 Nationwide (London and South-East only). 6.20 Nationwide. 6.55 Bugs Bunny. 7.00 The Osmonds.

BBC 30

6.40-7.55 a.m. Open University. 11.40 Play School. 11.55 Cricket: Fifth Test: England v. Australia. 1.30 p.m. Cambridge Green. 1.45 News. 2.00 Cricket: England v. Australia. 4.15 Regional News for England (except London). 4.20 Play School. 4.45 The Beautiful Game. 5.00 Play Away. 5.35 Magic Roundabout. 5.40 News. 5

First thoughts on Bayreuth

by MAX LOPPERT

go to Bayreuth back-projections wearisome. They said Shaw—said responsible for the near-perpetual melancholy pall often far from the lighting of Kurt Plunged for ten Winter, which kept most of the opera in gloom increased in the second act to almost complete darkness, and which at no point showed any understanding of the need for contrasts of bright light to order to make dramatically meaningful the central anathema of day and night.

Overwhelming both operas—the first act of Parsifal, for which Winter was also responsible, was played out at a permanent 3 a.m. the second towards midnight. It hampered the players (for Parsifal, Everding had mapped out a fine plan of facial expression and reaction that Catarina Ligendza Isolde and Yvonne Minton's Brangäne carried out with rare sensitivity, and which the omnipresent, never sumciently mercurial or exact follow spots blunted). It was often at odds with the music, both with its surface of light and shade in the dynamics and, more seriously, with the formal structure of an act. (Ernest Newman, writing of the sustained dramatic rhythm of the Tristan second act, described "its slow, steady, imperceptible transition from night and its rapture to daylight and its cruel disillusioning glare."

After the Parsifal first act transition, Wagner directs that complete darkness should be swiftly followed by increasing daylight. Disdain of these schemes served the sense of the music ill.) And, a not unimportant consideration, rather the opposite of Eva Randova's blossom, intelligent Spas Wenkoff was again Kundry, indistinct with the

Parsifal, Act 1 ("Wald, schattig und ernst, doch nicht düster") and Act 3 ("Freie, amuthiger Frühlingssonne") become the same, thickly leaved, a pale light warning only the temple of the foliage. The temple is severely symmetrical. Act 2 starts beautifully: the temple arches have been swung round, decked with faintly perceptible writhing shapes, touched with the glowing central spots of Redon-like colour provided by Kundry's purple costume and Kundry's red-orange. The flower maidens are deftly masked. But then Kundry's long entanglements lost impact because her face and Parsifal's were difficult to make out. It was a strong Parsifal cast. In the title role, originally billed for Peter Hofmann and taken over at a late stage by René Kollo, indisposition introduced in the part Manfred Jung—he is also the Götterdämmerung Siegfried. Young, agile, readily convincing in early scenes if not yet as the warrior in black, he sang firmly and securely, in tones bright and clear, a trifle hard and shallow. Nothing all evening, or in many months of Wagner singing heard live and on record, has sounded more beautiful, more nobly grand or simply sonorous, than Hans Sotin's bass rolled out along Gurnemanz's lines. It was often beautiful rather than meaningful sound, rich in accumulated wisdom, for the sense of the words was only intermittently conveyed in tone, inflection or detail of verbal enunciation. In this he gave the opposite of Eva Randova's blossom, intelligent Kundry, indistinct with the



Spas Wenkoff (Tristan) and Catarina Ligendza (Isolde)

entertainment is on Page 28

er of disappointments beyond the excitement of the beauty of the low strings heard through from the earth, the almost sublimation of the music in the ing, and, again, the every moment of ny Wagner performance. The most single participant, it is consider him first in of two well-prepared, in moving Wagner's words but, expressing much of a clearly superior to the recent run in the part, in warmth and character of timbre, in his ability to extract from small stature a knightly dignity, in the way the tone opens out for moving expression in the third act, that his principal failing of unclear verbal enunciation; over long periods could be borne with comparative ease. Although Isolde's high notes account for only a tiny percentage of her music, their placing is often musically climactic, and distress over Goodall's straining of them may not be thought entirely frivolous. Like Ronald Crichton last year, I find her timbre unfocused, "cloudy and indeterminate," a quality that, when to the admirable naturalness of acting was suddenly added a fullness of voice, with the Liebestod, o soma suspiciously deep bell, before the last act of each, Brangäne who seemed to possess, at least expected it, the sustained with a new but kept the attention ing, as not the kind of con- draw the mind away, messes in the stagings. n for Svoboda's Tristan act is based on an staircase that mounts ip's prow, then to the r, finally to the Karol i—must be according expectedly off form that his refusal of certain calls seemed unrelieved, the tingling In Wolfgang Wagner's

Peace on Parnassus

by NICHOLAS KENYON

It was a relief, after the much-empty pleasures of some of the Wigmore Hall's Early Music Festival, to find a concert there on Friday evening that had both purpose and substance. Ars Nova chose to juxtapose French and Italian music from around 1700; and to point up the contrast, they included Couperin's splendidly witty mixture of the styles of Lully and Corelli, "L'Apothéose de Lully," which ends with the two idioms reconciled in Peace on Parnassus.

London last heard this piece played on original instruments in Harmonic's supremely sophisticated performance with the Concertos Musiciens of Vienna at the English Bach Festival, and it was difficult as a result not to feel impatient with the more rough and ready account offered here. But the rest of the programme was a different matter: in the first half Duncan Druce played a beautiful and considerable panache of a French church Sinfonia, and Emma Kirkby sang a languid, melodic setting of the Song of Songs by one Gratiani with an careful grace that belied its technical demands.

Two solo motets from Handel's time in Italy were sung, a four-square, Coelestis dum sperat nura, and an astonishingly experimental Salve Regina, filled with expressive fragmentation of the words (some most uneasy on the ear), and containing a mini-concerto for the accompanying organ, played by Peter Holman: a fierce contradiction, this piece, of the view that Handel's style sprang fully mature from his mind. The accomplished writing in the one French church piece, Couperin's second *Leçon de Ténérès*, was a strong contrast, and Emma Kirkby sustained its soaring, arched lines (without the help of an ecclesiastical acoustic) with a controlled clarity that never destroyed her clarity and accuracy of pitch.

The Festival ended on Saturday night with a concert by the St. George's Canzona (reviewed on this page in April), but in the afternoon there was a lecture-recital for children by Michael and Dorcas Musket, who have popularised their displays of early instruments for several seasons now on the South Bank. I can't judge their success, being childless, but far too much of their spoken material seemed on Saturday to be either pointed out or actually misleading. Little contact was achieved with the audience: jokes missed the children completely, and it's a sad lookout when only silly noises on wind instruments manage to raise a laugh. The range of instruments demonstrated and the facility of their playing is admirable, but the show is little more than a glorified catalogue of noises, without even an elementary social and historical context, and the would-be instruments to life and fix them in the responsive mind of a child.

Williamson's Mass

by RONALD CRICHTON

For the coincidence of the 250th Three Choirs Festival with the Silver Jubilee a number of new works were commissioned, the most notable being a Mass of Christ the King, by the present Master of the Queen's Music, Malcolm Williamson. Though the composition was finished (a vocal score with indications of instrumentation was prepared some weeks ago) the complete orchestration was still unredeemed by the time of the final rehearsals. At last Thursday's premiere in Gloucester Cathedral, therefore, the Festival Chorus, the Royal Philharmonic Orchestra, and the week's chief conductor, John Sanders, were confined to about two-thirds of the work. Four numbers, including the Gloria, Credo, and one substantial Psalm setting, had to be left out.

In spite of the omissions and as it first appears, and a finely least in the later stages under the impression was definitely encouraging—one is impatient to hear the whole work as soon as possible. The Mass, when complete, will all a whole evening. There are additions, including three hymns and two psalms, to the words normally set for choral purposes. Williamson uses both a full and an "echo" chorus, a large orchestra, and while did little more than blur the rest, may have been due to singly and in concert. The take-

it-or-leave-it directness of his style, in which the lamb of sweet concord lies down beside the lion of gritty discord, is once more in evidence, but employed with unusual cohesiveness. More than once Foulanc, a composer who also in his church music put his own stamp on a hetero- ganeous idiom, came to mind. Various phrases recur to bind the movements together: a call in which the interval of a fourth is prominent, heard on the brass in the opening bars; the chant (diversely accompanied) to which the hymns are sung; a falling figure first occurring at the beginning of the Kyrie. There is plentiful use of pound- ing uneven metres such as fives and sevens; some straight- forward four-part choral writing (in "Pater noster" for example), which in Williamson's way is by no means as obvious as it first appears; and a finely written but not very convincing "Agnus Dei." The sensuous Williamson of the opera, *The Victims of Saint-Jacques*, reappears in some high string descants. The chorus sang with a certainty which made the sad fact that their labours in the unheard numbers were wasted sadder still. The comparative ineffectiveness of the "echo" chorus, which did little more than blur the rest, may have been due to the Gloucester acoustics—like

wise an impression that some numbers are too thickly scored, surely not the fault of the RFO. Williamson writes liberally for his women soloists, taking the mezzo (Loris Symon, a strong singer) up to high C and his soprano higher still: it was a pleasure to hear April Cantelo's pure style again though her top notes, if sure, were not always full. The men were Philip Langridge (his main solo necessarily omitted) and Geoffrey Chard.

Earlier last week the opening concert of the Edinburgh Festival included another new choral work, *Festus in Time of War*, written by Arthur Oldham for the Festival Chorus. He has trained to be such a brilliant body and performed with tremendous brio by them with the Scottish National Orchestra under Sir Alexander Gibson. Williamson's eclecticism is individual. Oldham's is not. The *Psalm* is an expert, mostly effective, occasionally (in the "Rivers of Babylon" psalm) seductive mish-mash awfully tailored to this particular choir. No harm in that. Unfortunately a brief note by the composer, in the programme included an unclearly phrased and gratuitous swipe at *Carmine burana*. Like him or not, Orff is a minor master, not so easily put in his place.

Sir Is Winning

by MICHAEL COVENEY

"Getting up people's nostrils is part of trying to do something new." So says Peter Gordon, who plays Terry Ellis, the dismissed Headmaster in this admirably responsible and informative piece of documentary theatre about the sad affair of the William Tynedale Junior School in Islington.

That is about as provocative as Ellis is ever allowed to sound by playwright Shane Connaughton. For the rest of the evening he comes across as a professional and serious teacher whose sensible theories of progressive education are impressively encapsulated in a speech where he avers that in order to learn to read, a child must first learn to concentrate. An interest in chess or stamp collecting could well encourage that aptitude for concentration.

The future among some of the children's parents, fanned by a part-time remedial teacher, Dolly Walker, is climaxed in Christopher Morahan's production with a public meeting at which the parents' fears about "a total free choice environment for children in school" is conducted with the house lights up.

In the second half, the show correctly reflects the tangled growth of the dispute into the grey area of political conniving which involved the ILEA, the school managers, sensational Press coverage, "Is This A School Or Is It A Scandal?" ran one banner headline in the *Evening News* and the eventual dismissal of Ellis and five colleagues for refusing to participate in an ILEA inspection before the official inquiry.

If the evening, as theatre, is occasionally flaccid where a previous Connaughton show (about George Davis, at the Half Moon) was aggressively electric, that may be because the text treads carefully and seriously through the issues which focused a national debate about the entire educational system. About half the children were withdrawn from the school by their parents and by the time it ceased to function, Ellis was left emotionally drained and confused in his attempt to put his case to impatient managers, busy officials and even critical left-wingers calling for fundamental analysis.

Although the play amounts to a criticism of the findings of the enquiry under the chairmanship of Robin Auld, QC, it is surely desirable that public discussion of the case should continue, and where better to start than on the stages of the National Theatre. It is, after all, Ours, as well as theirs.

Messiah

by ANTHONY HICKS

Though Handel has been Handel used the chorus for a "featured" in the concerts of the Academy of St. Martin-in-the-Fields during this year's itself.

Such details were fairly insignificant in Friday's performance, however, because another half-hour or so of music had been arbitrarily removed—an extraordinary procedure given that an early start (7.30) was made and that *Messiah* at Mr. Marriner's speeds can be comfortably fitted, with one interval, into three hours. Did someone panic on finding overtime had not been budgeted for? The cuts fell hardly on that one young mezzo Sandra Browne. Unsteady in "O thou that tellest" she soon settled into performance of *Messiah* in March, 1743. As Nicholas Kenyon hinted when reviewing the recording, on this page, it isn't. Two brief examples: the turgid original opening of "Thus saith the Lord" was removed by Handel before the Dublin premiere of dramatic account of the middle 1742, while the damaging cut in section "He gave His back to the smiters"—the words were in the programme) Mr. Marriner, music festival—just.

The other soloists were more fairly treated and were invariably satisfying. Elly Ameling brought the right sense of joy and wonder to the Nativity numbers, Philip Langridge was electrifying in "Thou shalt break them" and Willard White found the variety of tone to encompass the resigned mood of the original version of "But who may abide" and the power of "The trumpet shall sound" (first section only, of course).

Mr. Marriner's mechanised parade ground heat was all too faithfully reflected in the clipped and half-faced playing of the Academy strings, but the Academy's chorus, praise be, transcended it. They too were precise and well up to the considerable demands of the many fast speeds and fussy dynamic nuances, yet, thanks presumably to László Heltay's training, there was always fullness, warmth and unfalting commitment to both words and music. They made the evening worthy of a prestigious music festival—just.

Lyceum, Edinburgh

Touched

Touched, by Stephen Lowe, has been reviewed here by Michael Covey when it opened at Nottingham. It was worth bringing it to the Edinburgh Festival, not only on its own merits, but as an example of the kind of work being done at Nottingham under Richard Eyre.

It is a study in the Armistice life of England between VE and VJ day, when the war seemed to be over and yet was going on out of sight. It is set in a terrace of houses in industrial Nottingham, ingeniously designed by William Dindley to give way to open parkland when required. Little happens. Betty, a romantic young girl, is conned into getting engaged to a Polish airman with prosperous pretences; her oldest sister, Sandra, believes herself pregnant from an Italian prisoner-of-war; Joan, the middle sister, busies herself running the lives of the other two. They are played with deep understanding by Kay Adshead, Marjorie Tait and Susan Tracey. Two others complete the family group—Johnny, the half-wit boy (Mike Ford) and Sandra's mother (Kristine Hwarth).

Sandra's phantom pregnancy is an allegory of the times, for everyone believes that the end of the war and the return of Attlee's Government will usher in a new age of justice and humanity. Only Sandra, the most introspective of the family, feels doubtful. After the bomb-blast of Hiroshima and Nagasaki, they are all pining on the Heath when the little girl Pauline (Donna Owen) brings a handful of mushrooms. Be careful, Sandra warns her, they may be poisonous; and as the curtain falls she makes an evaluating examination of the dubious vegetables in her hand.

Mr. Lowe (who was not born until two years after VJ Day) has reconstructed the period with loving care but has a little spilt it with his Brechtian allusions—a "voice over" BBC account of Belsen and Buchenwald, illuminated subtitles, electrically displayed above the Lyceum's tall proscenium which lower the pressure of the atmosphere so assiduously evoked.

People of Mr. Lowe's generation have this curious nostalgia for the war that they missed. It is unfair of them to peep over the shoulders of their characters and hint that there is more to their lives than they know.

B. A. YOUNG

Festival Hall

Beethoven's Egmont

South Bank Summer Music ended last Sunday with an absorbing account of Beethoven's music for Goethe's play *Egmont*. The overture, playing the tension and commitment he and the orchestra brought to *Egmont* were out of the ordinary. These qualities were matched by Richard Paoletti's excellent declamation—vigorous and incisive without false pathos. The melodramas made one realise that it is more often the speaker than the musicians who fall in matching the spoken word to musical accompaniment. Not so here. Miss Ameling took care of Clärchen's songs. She has matured into a fine artist whom it would be a pleasure to hear in an extended recital.

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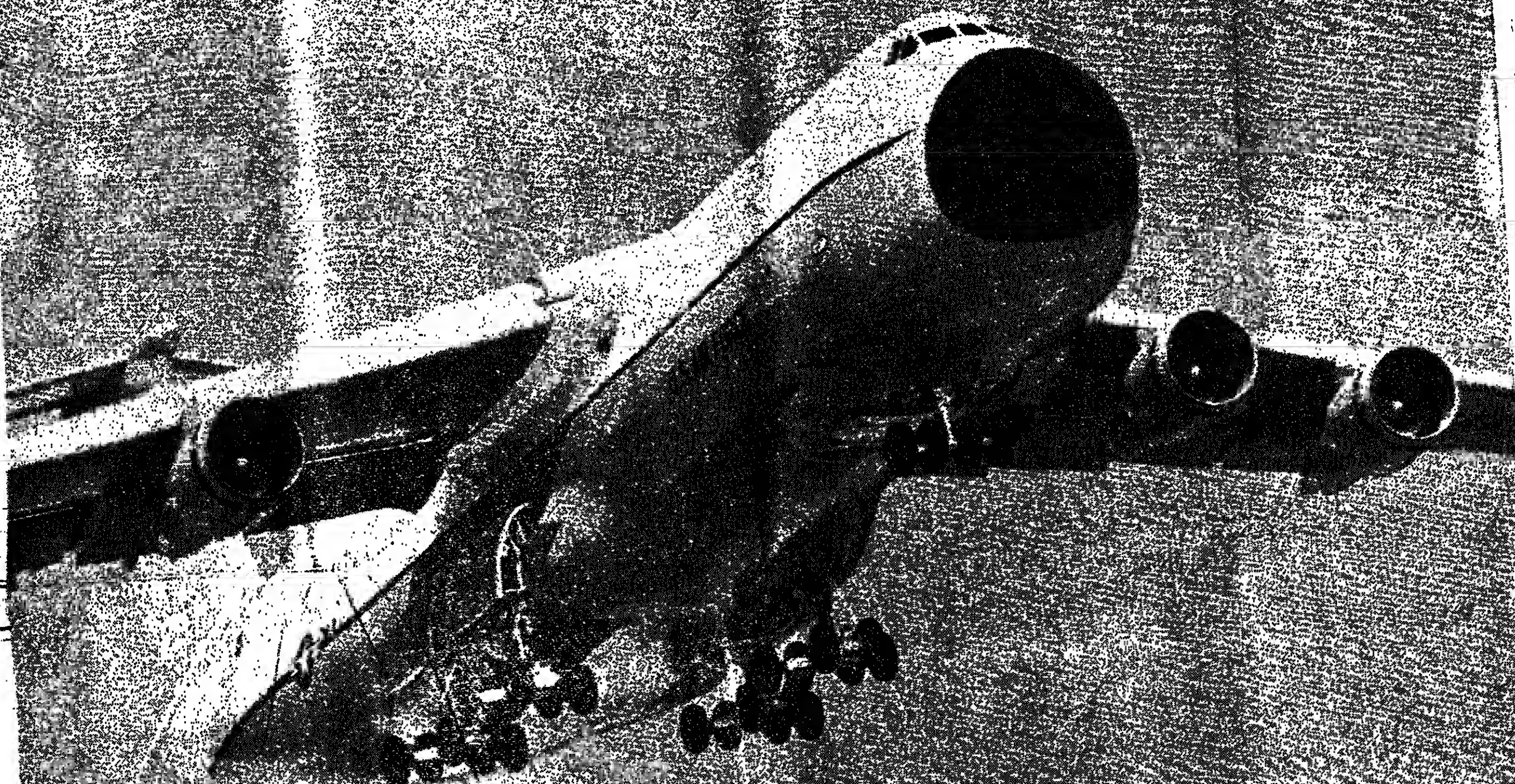
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HOME NEWS

The bid to bring jobs to the regions

A RECENT Government circular from the Department of the Environment exhorted local authorities to make industrial expansion and job creation a priority. Although fine in principle, it did little in practice to change the present problem of too many industrial developments, sited chasing too few industrialists.

Nor is life made any easier by the present plan to give special help to the inner cities of the great metropolitan areas. The squeeze on the traditional industrial towns which have fallen on harder times has thus been intensified at a time when money is short and there are threats of further cuts in rate support grants.

Nor is local government uniformly prepared to take on the role of industrial developer, though existing staff probably have all the necessary skills. These are too often locked away in uncommunicative departments and in a system that has consistently and deliberately been compartmentalised and therefore protectionist.

The reversal of the move to new towns and a green field environment will not necessarily be accepted by some of those towns which have successfully mixed a traditional rural base with a new industrial overlay. In the meantime, local authorities find themselves in

the forefront of the industrial revolution, with each service of three or four authorities and the which they are tackling. We begin with in Cheshire, and continue in Tyne and Wear, with Sedgemoor, in So

Halton lives on its wits as it struggles to attract new industry

BY STUART ALEXANDER

HALTON COUNCIL came into being at the time of the 1974 local government reorganisation. Many have never heard of it, few would know where it is, but it takes in two well-known towns and provides a typical example of the problem facing a local government system that is ill-prepared to become an industrial developer and is having to live on its wits rather than a smooth machine or a depth of experience.

Halton was formed by the two towns of Runcorn and Widnes. They are connected by a steel girder bridge across the Mersey between Liverpool and Manchester and its problems are formidable. For, in addition to being a hybrid Lancashire/Cheshire borough (Widnes was formerly in Lancashire), it has high unemployment (nearly 14 per cent in Widnes), is situated between two metropolitan areas and the green fields of the

Wirral and North Cheshire, and at Runcorn there is a new town development nearing completion which acts autonomously.

The traditional economic base has been the chemical industry, which still employs half the industrial workforce and about 25 per cent of all the people in the area. But, partly because many of the companies in the area are subsidiaries rather than locally controlled, almost 2,000 jobs have been lost during the last two years because of redundancies and closures.

Problems

About 87 per cent of the workforce has low educational qualifications and nearly 80 per cent of eligible pupils leave school at the minimum age. It is also estimated that over half the people in Runcorn leave the borough to work.

It is becoming almost impos-

sible to find jobs for school leavers and there is a hard core, which is being added to, which has never worked. This has led, inevitably, to some problems on certain council housing estates and at one time one in particular had almost reached the stage of becoming a police no-go area.

In a first bid to combat the unemployment problem, the council has prepared an industrial site and is building eight small factories on it as a speculative venture. In addition, two larger factories are to be built by the English Industrial Estates Corporation and let by them on adjoining land sold by Halton.

To finance this venture the council has had to sell a further 31 acres of housing land, which brought in about £600,000. Also it managed to raise a 100 per cent grant of £100,000 from the Government for reclaiming the derelict land and a further £23,000 from the EEC for the road and sewer works.

All very enterprising. And it means that some council money will be available for the Widnes town centre development plan although Halton hopes that the county authority will contribute to the £220,000 and chief officers have encouraged greater inter-departmental liaison.

The main impetus has come from the town hall, which has had to learn quickly about the

main planks of the strategy have been encouraging indigenous industry to expand and invest and the creation of an encouraging atmosphere. Whereas, for many local authorities, the main asset has been less committed and in-

Makeshift

Through the job creation scheme it has created for a year the post of industrial development officer who has been given four assistants through the work experience scheme set up to give youth a taste of commercial life. With this makeshift army and a very small budget Halton has taken on all, including the Runcorn New Town Develop-

ment Authority on its own doorstep. In return for a commitment of no redundancies and a town hall staff, increased flexibility has seen engineers putting together parcels of land and chief officers have encouraged greater inter-departmental liaison.

In addition to the St. Michael's Road factory development, the main planks of the strategy have been encouraging indigenous industry to expand and invest and the creation of an encouraging atmosphere. Whereas, for many local authorities, the main asset has been less committed and in-

demand to the extent does in Halton than become an embarrassment than 400 acres are designated as derelict without the official title. Most of it is in private ownership, but it has led to a gradual abandonment of some BR land colonisation by 'scrub' dealers for whom Wild regional centre.

The task of making place at to invest in force made doubly difficult. First, the wish to be free central and county council to retain more power locally-raised revenue most pressing local need.

Conflict

Second, there is the time scale between the urgency of providing jobs and the area is not to be heeded and run down. The area is not to be heeded and run down. The area is not to be heeded and run down.

Third, is the short finance. Halton is still committed to a major programme of house improvement, clearance and new housing. In the meantime, the will continue to be accompanied by so old-fashioned prayers for saving upturn in the ec



Ford is to introduce a new Granada range in the U.K. on September 14. As well as a 1600 cc body there will be a choice of two new German-developed Vee-d engines, one of 2.3 litres, the other 2.8. There will also be a diesel version. Prices will range from £4,144 to nearly £7,000 for the GHA 2.8 with fuel injection.

Labour executive to back State bank plan at party conference

BY JOHN LLOYD, INDUSTRIAL STAFF

THE National Executive Committee of the Labour Party will recommend the formation of a State Bank at the Labour Party conference in early October.

It is thought that the recommendation will be for the Bank to be formed from a merger of the National Savings Bank and the Post Office Giro.

Proposals to include the Paymaster General's office, the Savings Bank, the National Savings Bank and the Post Office Giro.

The Civil and Public Services Association, which represents the bulk of workers employed by Giro and the NSB, is keen for the State Bank to include many of State-run financial institutions as possible.

Other unions—the Union of Post Office Workers, the Post Office Engineering Union and the Society of Civil and Public Servants—are generally in favour of the Paymaster General's office being taken into the bank.

However, Mr. Demill Davies, the Minister of State at the Treasury responsible for the NSB and the Paymaster General's office, argued strongly against its inclusion in evidence to a Labour Party NEC committee which is to draw up the recommendation on the Bank for conference.

He said that the Paymaster General's office is an interest-free lender to government over short periods. A State Bank could not fulfil that function.

The question of which agency should control the Bank remains an unresolved one. At the moment the unions—which have a major say in the proposals at this stage—are divided, apparently irreconcilably.

The Union of Post Office Workers believes the Bank should operate under the umbrella of the Post Office, but the Post Office Engineering Union and the Civil Service unions prefer a system which would make the Bank more or less autonomous.

Turnover

The approach of the CPSA is the most radical. It wants to see the Post Office counters run by staff who will be employed by the Bank, but also handle stamps and parcels.

At present, 44 per cent in value terms of turnover at the counters was accounted for by NSB and Giro transactions. A further 48 per cent was taken up by money transactions which the Post Office performed for the Government on an agency basis, such as the payment of pensions.

Only 8 per cent of turnover by value could be attributed to Bank's target market.

Post Office business such as stamps, postal orders and parcels.

The CPSA recognises, however, that its recommendations tend to carry less weight in the Labour Party than those of the UPW which, unlike the CPSA, is affiliated to the party.

The issue of a State Bank arose from a resolution at last year's Labour Party conference approving the idea of nationalisation of the bank.

The conference also approved the principle of the nationalisation of the bank and the big insurance companies.

The Prime Minister, who dislikes plans for wholesale bank nationalisation, has been criticised in this by those unions with members in the banks and insurance companies.

He has asked the Treasury to study the feasibility of a State Bank. The report is expected some time next month.

At present, about 50 per cent of adults in the U.K. has a bank account. A further 10 per cent uses Giro and the National Savings Bank. The clearing banks calculate that 20 per cent of the adult population is "unbanked" leaving 20 per cent, believed to be largely the less affluent workers—as the State

Candidat resignatic is blow to Labour

By Ray Pannan, Scottish Correspondent

THE LABOUR Party received a blow to its hopes of holding the Glasgow seat in the Scottish Parliament when Mr. T. Fagan, aged 55, the Party candidate for Dundee, resigned after being fined for gross indecency.

The constituency was won by the Conservative Party in the 1974 election. Mr. Fagan, who has since the general election, with a margin of only 2,812 over the Scottish National Party, the seat is highly vulnerable.

Both constituencies in the are now without Labour MPs. Mrs. Janet Buchanan of Mr. Norman Buchanan, M.P. for Dundee, resigned a week-end that she would resigning as a candidate.

Dundee East, which the SNP won in 1974. Buchanan's reasons have been made public by a newspaper which has said that he will retire after the general election. With a margin of only 2,812 over the Scottish National Party, the seat is highly vulnerable.

Callaghan ready for Scottish tour

By Richard Evans

THE PRIME MINISTER, Mr. James Callaghan, is preparing his six-day visit to Scotland which starts tomorrow. It is regarded as being a major political importance.

Mr. Callaghan will face a severe test when he meets the Party and trade union in land because of the rise in unemployment to record levels. There will be considerable pressure for early relief.

The prevailing view at the moment is, however, that the Government may do much to improve the situation by introducing economic measures before spring.

Mr. Callaghan will make a major speech to the TUC Blackpool conference at public meetings, and in the Scottish TUC and executive council of the Labour Party in Scotland. He will appeal for continued restraint as the only means of achieving lasting prosperity.

Public against nationalisation

FINANCIAL TIMES REPORTER

THE MAJORITY of the public is strongly opposed to proposals to nationalise the banks and are of the banks' joint advertising campaign against nationalisation.

Nearly three-quarters of those questioned by the MORI survey said they felt the banks should not be nationalised while, for the sample believed that the customers would not get better service than they do now and that charges would go up.

Several of the questions sought opinions on what the public thinks would happen after nationalisation—about two-thirds of the sample believed that the customers would not get better service than they do now and that charges would go up.

The opinion polls were carried out by Market and Opinion Research International (MORI) and

Gallup in mid-July and mid-August following the main part of the banks' joint advertising campaign against nationalisation.

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The opinion polls were carried out by Market and Opinion Research International (MORI) and

Stop wreckers—Mrs. Thatcher

BY RICHARD EVANS, LOBBY EDITOR

A DEMAND by Mrs. Thatcher, who regarded as "Left" all those who would "use force to get their own way and who want to destroy our country at street level and for way of life."

The only sense in which she regarded Fascists and Communists as "Left" and Right was that "Communism is the left foot of Socialism and Fascism is the right foot, using Socialism in the sense that it is total regimentation and control by the state."

The remark is certain to cause deep resentment among Labour MPs and party supporters.

Mrs. Thatcher also contended that most people would agree that the rule of law

must be upheld. "People, in the end, must accept that self-government, which is what democracy is, is only for people who have learned a certain amount of self-discipline."

The Tory leader argued that the Government had got itself into a contradictory position over its pay guidelines but she was not too persistent over the prospect of a possible wages explosion.

In her view it was logical to return to free collective bargaining and then tell the unions they could not have more than a certain per cent increase.



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The Executive's and Office World

EDITED BY CHRISTOPHER LORENZ

Donne discusses the benefits and disadvantages of buying a company aircraft

not the chairman's toy—fly me

the sale of still prevails. For the business in the U.K. has aircraft is not, and never has been, a "chairman's toy." It is years, there is becoming increasingly recognised as a capital-intensive tool of management which, properly used, can revolutionise a company's entire philosophy, and frequently also its financial results.

"Business aviation" is the generic title given to the use of aircraft solely by companies in the course of their day-to-day activities. It is part of the much wider field of activity known as "general aviation"—that is, all forms of aviation outside the scheduled and passenger charter airlines. Thus, general aviation includes all club and leisure and sporting flying, together with the extensive air-taxi operations, as well as the ownership of aircraft by individuals and companies for their own use. The latter alone constitutes "business aviation" in the correct sense of the word, although it is also often taken to include the regular hire of aircraft for specific purposes.

The overall "general aviation" market is expanding throughout Western Europe, and a recent report (Europe's General Aviation, by Frost and Sullivan) suggested that over the next decade, over 100,000 aircraft may be added to the EEC countries, with the rate of spending accelerating in the late 1970s and early 1980s as the economic activity improved. According to the report, the major share of this growth is expected to be in business aviation itself.

Big names

Figures prepared by the U.K.'s General Aviation Manufacturers' and Traders' Association show that at the end of 1976, the number of aircraft of all kinds on the British civil register was 4,870 (excluding gliders). Of these, the major airlines accounted for about 357, with by far the biggest single section covering business and privately-owned aircraft, at 2,716. Of these in turn, about 200 were directly owned by about 180 companies, which collectively had a turnover of over £300m, and include many of the biggest names in British industry, from Allied Breweries to Vickers, Wimpey and Whitbread.

The number of business aircraft may seem small as a proportion of the total U.K. fleet. The reasons for this hitherto slow development lie partly in the relatively dense surface transport networks in the U.K., but more largely in the innate conservatism of industry. While surface congestion increases, the export-based industries expand, and interest in business flying grows, the benefits the aeroplane can confer on industry are still insufficiently appreciated in many boardrooms.

This may be because these benefits are not easy to quantify directly in cash terms. Frequently, the benefits come from convenience. The greater operational flexibility offered by the privately-owned aeroplane (or helicopter) enables it to fly to many places not served by the scheduled airlines, since it can land on privately-owned airfields or grass strips. The airlines are served by 38 U.K. air-

ports but there are a further 400 U.K. airfields or strips which are solely used by general aviation aircraft, and there are 1,800 more in the rest of Europe.

The savings in costs are probably best measured according to the value placed by a company on an executive's time. The National Business Aircraft Association of America has a formula that divides the executive's average annual hourly workload into the annual turnover for which he is either responsible or contributing towards. If, say, his workload is 2,600 hours, and the turnover is £2m, then his time is roughly worth £1,000 an hour to the company.

This can be carried further. If he normally spends an average of one-tenth of his time travelling, or 260 hours a year, the value to the company of that time is £200,000. Although it would be unfair to say it is lost, because the executive probably works while travelling and in his hotel, as well as at the plant he is visiting, it is still in the company's interests to cut this cost as much as possible. Thus, after taking account of the money he would spend on scheduled flights, ground transport, hotels and so on, it is clear that it would be well worth providing the executive with a company plane.

The value of the aircraft to the company will be even greater if more than one member of management is entitled to use it. The greater the hourly utilisation, the cheaper it becomes to fly per hour. This cannot be stressed too strongly, however obvious it may seem. Any aircraft is a waste of money if it is kept solely for the use of the chairman or the board. The companies who get most value from an aircraft are those which allow anyone on company business to use it, even mechanics who can deliver and fit spare parts overseas, thereby pleasing customers and saving much time. It is remarkable how infrequently this point is grasped by the chairman and directors of even the biggest companies.

In addition, many companies which own business aircraft claim there can be a significant



A businessman boards a Jetprop Beechcraft King Air C90 at Leavesden Aerodrome.

reduction in executive stress, especially since it becomes much more easy to make business trips to the Continent and back in a day, avoiding overnight accommodation.

Much of the success in using a business aircraft depends on acquiring the right type of aircraft in the first place. The short history of business aviation has its share of tales about companies who bought unsuitable types, found the costs and operating complexities appalling, and quit in disgruntled despair.

Intensive study

The choice of aircraft requires just as much intensive study as does the purchase of any other machine tool costing many thousands of pounds. The range of aircraft available is vast, extending from the smallest two-seat cabin monoplane costing perhaps £25,000 or so, up to the "flying boardroom" multi-engine executive jet costing over £1m. A recent survey showed more than 50 different types of aircraft and helicopters available in the U.K. alone that would be suitable for business purposes, mostly of U.S. or European manufacture, but also including some from South America, Eastern Europe, Israel and elsewhere. Between them, they cover the entire spectrum of range and payload performance, from those capable of only short flights of two to three hundred miles, through

to those capable of spanning the North Atlantic.

The operating costs also vary widely, depending upon the type, and how it is used—for example, the cost of the pilot and other personnel must be taken into account. If this cost appears too formidable, it is possible for companies to undertake contract hire from one of the growing number of air-taxi operators or leasing groups, who will undertake to provide an aircraft at reasonable notice. The Air Taxi Operators' Association is a rapidly growing body whose members specialise in meeting this requirement from industry. Last year they carried 380,000 passengers and flew over 15m miles.

But whatever solution a would-be business aircraft user chooses, he would be well advised to consult the specialist organisations. These include not only the large number of aircraft dealers, who specialise in certain types of aircraft, but also the professional bodies such as the Business Aircraft Users Association, which has for its members who own their own aircraft, including some of the biggest names in British industry. Another is the General Aviation Manufacturers and Traders Association, representing not only the makers and dealers but many operators also.

Besides being ready to advise would-be business aircraft owners how to select the right type of aircraft, these organisations do a great deal to help

improve the overall climate of business aviation. They are currently fighting not only for continued rights to use Heathrow and Gatwick, despite the growing pressures on runway capacity from the scheduled airlines, but also for the establishment of a specifically "business airfield" close to London, with Northolt the preferred choice.

Owning a business aircraft is thus not something to be undertaken lightly, and adequate research is essential to avoid disappointment and financial loss. But with the best professional advice, and an enlightened approach to its use, business aviation can work wonders for any company. The 130 companies in this country who own their aircraft are not all in the big league. Some are small, but they all share one opinion—having got into business aviation, they wonder why they did not do it earlier, and say they would never contemplate getting out of it.

Probably the best opportunity for would-be business aircraft owners to study the situation comes this week, with the biennial Business and Light Aviation Show, organised by the Flight International at the Cranfield Institute of Technology, Bedfordshire. Embracing the whole field of business and private aircraft, it is now an indispensable item in the diary of anyone thinking of buying an aircraft for his own or his company's use.

S

BY ADRIENNE GLEESON

Improving on the bare essentials

A British Institute devised a scheme for its collective efforts to improve the pension scheme for its employees. The scheme was designed to do is supplement the state scheme by filling some of the more obvious gaps—in the provision, for example, of a lump sum benefit should an employee die while in service, and the provision of a lump sum benefit should he, on the contrary, survive to reach retirement age.

This scheme can, in addition, be expanded to provide pension benefits to top up those available from the two-tier scheme which is to be brought in by the new plan in April, 1978. Of the two plans for providing for lump sum benefits, Plan A, the less generous, requires times of high from employees 2 per cent of

their salaries as defined under the scheme (effectively their PAYE earnings in the previous fiscal year), and provides, in return, a lump sum benefit of 2.5 per cent of their cumulative salary on retirement—or twice their salary on death. Plan B requires a 3 per cent contribution, provides a lump sum benefit of 3.75 per cent of the cumulative total on retirement, and offers three times the scheme salary on death.

In either case a generous employer can take over the contributions himself. And in both cases the retirement benefits are paid to males at 65 and to women at 60—though provision can be made for early or late retirement. In each case the cash benefits arising in respect of each year's scheme salary are to be increased by the bonuses declared by Scottish Amicable.

Of the two plans for pension benefits, plan C provides 1 per cent of cumulative scheme salaries for 1 per cent of scheme salary in additional contributions, and plan D 1.5 per cent of each respectively. In each case, the bonus additions declared by Scottish Amicable prior to retirement will go to increase these benefits.

Employee contributions under the plan qualify for full relief from income tax, and contributions paid by the employer are allowable as a business expense. So the costs of providing a little more than the bare essentials are not in fact as high as they look.

Technical Page

ARTHUR BENNETT AND TED SCHOETERS

WORKING

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AS a new concept in machine tools, the rammed gear shaper is a machine which can be used to produce a wide range of gear shapes, from spur to helical, and from small to large.

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DATA PROCESSING

Point of sale is on the march

WARRINERS, wholesale distribution division of the Gallaher tobacco empire, is operating a pilot automated check-out scheme at its new cash and carry depot in Worcester.

Using five ICL POS terminals and two small computers and printers, the equipment is intended to cope very quickly with the retailers' requirements and produce, at the same time, daily reports on goods inwards, shelf edge labels, stock files and handle customer file maintenance.

The system is to a very large degree fail-safe because in the very unlikely event of both processors being out of action, the POS terminals will produce a printed list of items required by the retailers and store all the transaction details so that as soon as the array goes back into service, an invoice can be despatched to the retailers.

It will be a guinea pig for a much more ambitious scheme which could ultimately cover Warriners and Messon's 37 cash and carry and 17 delivered trade depots throughout Britain.

Even more ambitious, at least so far as the amount of basic in-

formation the system is required to store, is equipment which has been installed at a large street centre of Boots, close to the company headquarters in Nottingham.

Devised by the Boots management services division in conjunction with Svenska International (Littion), the equipment serves a 18,000 square feet facility carrying 35,000 different items and is based on magnetic tape readers — and terminals — linked over GPO lines to small processors some two miles away. Sixty terminals are used in the store.

At the same time, Boots is experimenting with an extension to a smaller store, using only four POS terminals but operating in the same way.

Successful operation of this pilot scheme could mean a great deal of business for Littion since the company has some 1,200 retail outlets in Britain.

HEATING

Hot water from waste

ALMOST ANY combustible waste, such as wood, paper or baled straw, as well as solid fuels, can be used to fire a Danish boiler now available in the U.K. Burning plastics is not recommended.

Made by HS Boilers, of Tarm, there are two models with outputs of 88,000 and 148,000 Btu/hr. The combustion chamber and water jacket is cylindrical, and it is claimed that stoking is only required at eight-hour intervals, and ash removal once a fortnight.

If connected to an existing central heating system, the boiler controls are interlocked with the original oil or gas boiler, so that the original boiler fires if the temperature from the waste burner drops. Alternatively the HS boiler can be fitted with an oil burner, to supplement heat from waste combustion.

Where the Clean Air Act applies, an after-burner can be supplied to reduce smoke emission.

Marketing in the U.K. is by R. Tomlinson (Boilers), Lotherton Way, Airedale Road Trading Estate, Garforth, Leeds (LS12 2JZ).

COMPONENTS

Tiny motors to order

PORTESCAP has introduced a new OEM stepping micromotor (the S07) and at the same time launched an associated custom design service specially for OEM markets.

The S07 has been designed specifically for the horological (quartz-crystal watches) and precision engineering (delicate instrument control) industries, and is based on the same patented principles as Portescap's previous stepping motors: a thin multi-pole magnet rotates in an axial air gap between two toothed flat stators.

It is being made available as a set of basic components—the rotor, stators and coil core—which are then engineered by Portescap to provide the exact

MATERIALS

Sticks grit to roofs

THREE BITUMEN based gritting adhesives, called Bitugrit, for bonding stone chippings to bituminous felt or mastic asphalt roof surfaces, are available from Shell Composites, Riverside, Saltney, Chester CH4 8RS (0544 879774). A solution, an emulsion and a hot compound, are each supplied in 25, 45 or 180 litre cans.

The solution is for applying straight from the can by brush or squeegee in good summer or winter weather. The roof surface can be damp, and the solution has immediate resistance to rain and frost. Coverage recommended is 0.7 litre/sq. metre for 3 to 9 mm. chippings and 0.9 litre/sq. metre for 12 mm. chippings.

The water-based emulsion is for use when rain or frost is likely before it is dry. A synthetic emulsion, it bonds better to acidic chippings of flint or granite than to limestone. The hot compound is for fast gritting over a large area of asphalt. It is a solvent and penetrates to give a long-lasting bond. It has to be heated to about 140 deg. C before application, when it can be used in the same way as the solution.

RESEARCH

Coal-burning experiments

ONE OF the largest electricity utilities in the U.S., American Electric Power, has decided to press on with its researches into the coal-burning technique known as pressurised fluidised bed combustion.

The company is collaborating in this project with Babcock & Wilcox and with Stal-Laval Turbin AB, a member of the

Swedish ASEA Group. Main object of the research is to encourage greater use of coal for power generation and at the same time reduce risk of air pollution.

From conclusions reached in a six-month feasibility study American Electric Power has decided to conduct combustion tests using Ohio high sulphur coal in the National Coal Board's pressurised fluid bed pilot plant at Leatherhead, Surrey. Data from these tests will be used in the detailed engineering design phase.

Eastern Ohio coal, which is relatively high in sulphur content, has been selected for the Leatherhead trials because it is expected that a demonstration facility will eventually be located at the Tidd plant of Ohio Power Company on the Ohio River at Brilliant, Ohio.

The plant there is to be designed to produce 170,000 kW. Gases from the fluidised bed combustors will operate a 65,000 kW gas turbine while steam produced in tubes submerged within the bed will be piped to the adjacent Tidd plant to run one of its two 105,000 kW units, generating more electricity.

Marketing in the U.K. is by Dennis Leader, Sparagat Street, Dover, Kent CT17 9DB (034 2022856).

PROCESSING

Polishing machine

MOULDS FOR the plastics industry can be polished with a French machine which produces a mirror finish, faster and to a better quality than by hand. Flat, curved, internal and external cylinders, cones and similar plain surfaces are handled.

The Seva was developed by Pont-a-Mousson SA originally for use in its glass works and will polish metallic surfaces to a mirror finish, faster and to a better quality than by hand. Flat, curved, internal and external cylinders, cones and similar plain surfaces are handled.

Details from the maker, Sbeerwater, Woking, Surrey (04362 8971).

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CALCULATORS

Panasonic's desk-tops

DESPITE A number of resounding departures from the calculator market in recent years, National Panasonic has decided to come into the desk-top arena with two models to be distributed in Britain by Teletronics. Both 12 digit display units, the more powerful version has a print-out option. They are intended as a direct replacement of the adding machines still in use in many offices and offer far greater versatility and speed of operation, together with memory percentage, square root and reciprocal functions that the old machines do not have.

Teletronics, 9 Cornmarket Street, London W2. 01-728 7443.

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Tuesday August 30 1977

A pause that refreshes

TEN DAYS AGO the Bank of England was quite widely criticised for signalling an end to the time being, to the renewed fall in interest rates, after minimum lending rate had been reduced to 7 per cent, in two half-point steps. Last Thursday, however, a repeated signal from the Bank was hardly necessary. The market itself had settled at the new level. With two new tap stocks now priced somewhat ahead of the market, the rate structure looks relatively stable again. The Bank appears to have confounded the critics who have argued that any attempt to stabilise both interest rates and the exchange rate is doomed. There can be little doubt that a stable structure of rates, combined with a steep rise from short to long term, provides excellent conditions for the Government's funding operations, if the volume of stock sold is to be the sole criterion. At first sight there is something decidedly paradoxical about a policy which produces favourable funding conditions only by maintaining a structure of interest rates which encourages a continued inflow of funds, and thus adds to the funding requirement.

Transatlantic gap

However, it takes two parties to create an interest rate differential. The recent rise in commercial rates in New York has further narrowed the transatlantic gap, and there are signs that the inflow which was so heavy after sterling's initial rise against the dollar has now slowed down substantially.

This slower inflow, despite the recently renewed strength of sterling against the dollar, suggests that the revised exchange rate policy, aimed at stabilising the weighted average rather than the dollar cross-rate, may be a sustainable one after all. The size of the initial inflow, when sterling holders first sniffed speculative blood, put the issue in doubt; but on second thoughts the market seems to have decided that buying the weighted average through London is not after all

a very exciting prospect. There are always, virtually by definition, more exciting counters available for when the dollar is weak it is because some other currency is moving well ahead of the average.

The fact that a policy works is not necessarily mean that it is right, of course, and critics who favour either a higher exchange rate to reduce inflation, or still lower interest rates to encourage investment, are apt to criticise the authorities for being frightened by the ghosts of 1976. The authorities could simply reply that a stable exchange rate and the present level of interest rates is not a bad compromise between the conflicting demands for cheaper imports and cheaper credit.

In fact, however, the official justification tends to be in terms of domestic uncertainty, especially about wage developments. The market has been increasingly inclined to hack a judgment that wages will not, after all, get badly out of hand. The authorities, aware of the frictions that could come, prefer to wait and see.

Element of justice

The factor that tends to be forgotten in these arguments is the cost of the present policies to the taxpayer, and probably to the exchange reserves, as well as the impact of relatively high long-term rates too especially perhaps the recent competition to the building societies from the National Savings movement on the housing market. The burden of debt service of the enormous volumes of stock which have been sold so successfully will cramp the style of future Chancellor; and if when long rates can at length be brought down, the foreign investors who have been attracted in such volume will enjoy substantial capital profits. There is, it is true, a large element of justice to investors in this present policies in terms of financial stability and confidence would have been hard to imagine a year ago; but the cost at which these blessings are procured should not be overlooked indefinitely. It is a high one.

Sweden counts cost of welfare

THE DEVALUATION of the Swedish krona, announced at the week-end, is the third within a year and is a further sign that the Swedish economy, once so much admired by foreigners as well as Swedes, is now in serious difficulties. The devaluation, by itself, will solve little: some of its potential effects were immediately partly offset by devaluations in other Scandinavian countries. Yet, to be fair to the Prime Minister, Mr. Faeldin, the authorities do not seriously expect it to do so. It is an attempt to gain time while a wider package of economic measures is developed.

Deep-seated

So much was clear from Mr. Faeldin's Press conference yesterday. The accompanying measures announced so far are either short-term or palliative in nature. The Prime Minister's "expectation" of a dividend freeze is academic: the Government appears to lack the powers to enforce a freeze and, in any case, few Swedish companies can be in a position even to consider a dividend increase. (The latest figures from Volvo provide a further illustration of that.) Above all, the price freeze which has been introduced is to last only until the end of October. It is between now and then that the Government will seek to find a consensus on how to put the economy back in order. The real question is whether this is possible.

The answer partly depends on the analysis of what has gone wrong. Certainly, there would seem to have been some short-term to medium-term miscalculations. The traditional Swedish response to world recession has been to keep the domestic economy relatively buoyant in order to be ready to take advantage of the recovery when it arrives. The latest recession was longer than usual and the recovery slower. Swedish industry suffered in consequence. There may also have easy

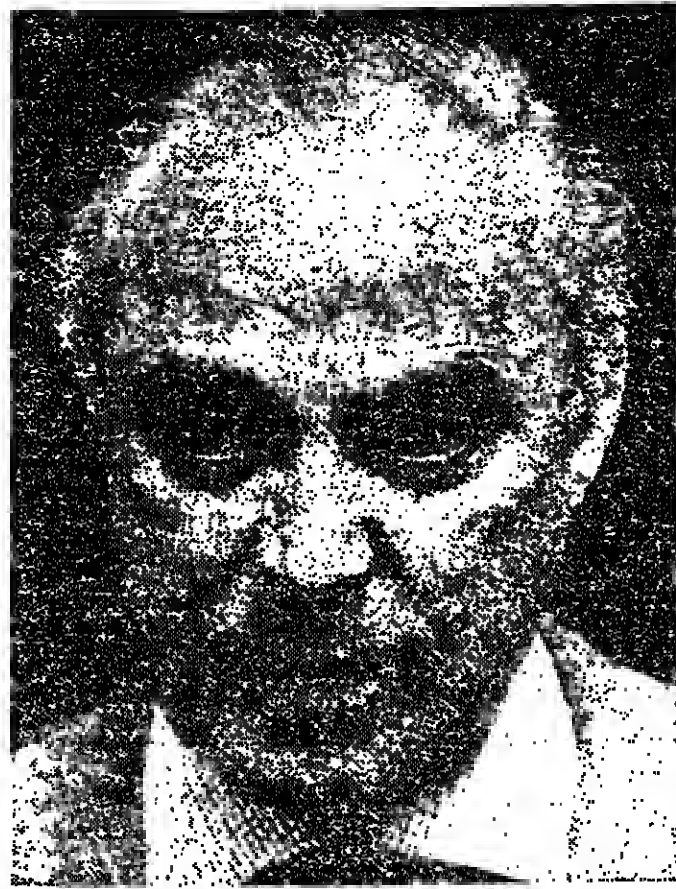
been an element of miscalculation in seeking to tie the currency too long to the D-mark. West German inflation was considerably lower than that of Sweden and in the end that was bound to tell in pressures on the exchange rate. That, incidentally, is the only comment which it is necessary to make on the Swedish decision to withdraw from the European currency snake: the snake works well over a period only if the economic developments of the member countries are broadly in line. Yet if these miscalculations were all, a return to better conditions might be easier to forecast. More recently, the view has gained ground that Sweden's economic problems are more deep-seated. There is, for example, the question of wage costs—now the highest in the world and two and a half times those of Britain. There are also tax rates—again among the highest in the world, and not only for direct taxation. It may well be that Sweden has reached the point where its people will have to choose between better and better welfare (in the end they may not even have that), and encouraging more funds to go into productive investment.

Unions

Even if that point has been theoretically reached, however, there can be no certainty that the people are ready to make the choice. That is the nub of Mr. Faeldin's problem. The Swedish economic crisis cannot fairly be blamed on him, the head of the country's first non-Socialist Government for over 40 years and in office so far for less than twelve months. Yet he is unlikely to be able to introduce adequate economic reform without at least the tacit co-operation of the trade unions and that, in turn, means that advantage of the recovery when it arrives. The latest recession was longer than usual and the recovery slower. Swedish industry suffered in consequence. There may also have easy

American steel battles growing imports

By STEWART FLEMING, New York Correspondent



Mr. Robert Strauss was outraged.

THE STORY of a major industry being trapped in a vicious circle of inadequate profitability and investment is an all too familiar tale to European and particularly British ears: whether it is textiles or television receivers, the result is usually a growing tide of foreign imports, followed by demands for protection from selling domestic producers.

The U.S. has had little experience of such industrial malaise. But there is growing anxiety that the domestic steel industry which in 1950 produced half of world output is displaying many of the symptoms. Mr. Barry Bosworth, a Brookings economist newly appointed to head the Government's Council on Wage and Price Stability, talks of "the very serious problem of the steel industry" and the "enormous technological gap between ourselves and Japan."

The industry itself is clearly conscious of the threat and is increasingly belligerent both in its pricing and its attitude toward foreign imports. Mr. A. A. Monnett, vice-president of corporate planning at U.S. Steel, the company which dominates the industry, producing about one quarter of total U.S. output, confirms that it is on the brink of bringing an anti-dumping suit against Japanese steel-makers.

Georgetown Steel, a German-owned U.S. steel maker, is also preparing an anti-dumping suit against European steel makers—believed to be French. Mr. Monnett says he would not be surprised to see other suits filed against European producers whom American sources widely accuse of being the most blatant dumpers in U.S. steel markets. Armco Steel, the U.S. industry's fourth largest producer says it has complained in Congress about the loss of a pipeline contract to British Steel.

The share of imports in the domestic U.S. steel market is running at a rate approaching 17 per cent this year, compared with 14 per cent in 1976. In the first six months of 1977 8m. tons were imported; 3.2m. tons came from Japan, and imports from the European Economic Community doubled to 2m. tons.

To U.S. makers imports are one of the factors holding back profits by holding down their own production and prices. After several steel companies had reported losses in the first quarter (which was disrupted by a fierce winter), the recently announced second quarter earnings of major steel companies came as a shock to shareholders. U.S. Steel and Bethlehem Steel, the two largest companies, both reported declines of earnings. Bethlehem would have reported its second successive quarterly loss but for tax credits.

How serious a problem all this is for President Carter is indicated by the growing interest

economic levels the Japanese companies manipulate export prices to increase exports and production.

The allegation has of course been challenged by the Japanese. But during July, in a paper which really stirred up the steel industry's wrath, it was challenged even by an American. Mr. Charles Bradford, a steel industry investment analyst with the largest U.S. stock brokerage firm, Merrill Lynch Pierce, Fenner and Smith, circulated a study to the company's institutional investment clients comparing the Japanese and U.S. steel industries. The comparison proved odious from the American viewpoint.

"Under conditions of free trade we do not believe that the United States steel industry is economically sound over the long term," Mr. Bradford wrote. He pointed out that no mill on the Japanese scale had been built in the U.S. and only one of medium size during the past 15 years. In the same period eight giant mills were built in Japan. He suggested that the average Japanese steel worker produces 400 tons of steel a year, the average American only 250 tons. Mr. Bradford conceded that the most advanced American steel mill—the single out Bethlehem's Steel Burns Harbor facility—can produce 600 tons per man-year, but said that the U.S. has far fewer such plants than Japan and nothing to compare with the best Japanese plants where production is rising to 1,000 tons per man-year.

out that while U.S. steel companies have not been investing in green field sites, they have been improving their old plants and investing heavily, more heavily than has been really justified by profits. Thus over the past 15 years two-thirds of U.S. steel capacity has been converted to the more efficient basic oxygen system: 15 years ago only 5 per cent of output came from basic oxygen plants.

Some analysts suspect that both Mr. Bradford and his critics are oversteering their cases. Whatever the subtleties of the argument, some broad conclusions are readily apparent. One is that at least in comparison with Japan the industry is technologically backward and inefficient, and that some companies are beginning to attack the problem by closing plants. Bethlehem Steel, which had already closed a mill in California, has just announced heavy cuts in day-to-day operations and to its investment plans. A substantial loss is expected in the current financial year. The company, which is the second largest steel maker in the U.S., said it will cut steel production by 10 per cent and lay off 7,300 workers in New York and Pennsylvania. It plans to reduce its capital spending by \$200m. during the next 16 months.

There is not much evidence that the construction of new advanced facilities is likely on any scale. Armco Steel is only one of the companies which has said it does not intend to make major new commitments to steel at present. U.S. Steel last year announced plans for a \$3bn. investment in new steel plant big enough to compete with the big Japanese mills, but analysts question the company's enthusiasm for the scheme.

Like many steel companies, U.S. Steel is probably at the point where it could only raise outside finance at the expense of a lower debt rating. U.S. capital markets are remorseless in their exposure of balance sheet weaknesses, and companies in the U.S. which need help to deal with their problems have to pay for it and justify it. This background helps to explain the industry's aggressive pursuit of price increases—even in weak markets—and continuing trade problems. Its belligerent attitude to imports, both of course linked, since many steel industry executives would argue that U.S.

THE U.S. STEEL SUPPLY

Year	Shipments	Less Exports	Plus Imports	Apparent Supply	Share of Import Supply (%)
1970	90.8	7.0	13.4	97.3	13.8
1971	87.0	2.8	18.3	102.5	17.9
1972	91.8	2.9	17.7	106.6	16.6
1973	111.4	4.1	15.1	122.5	12.4
1974	109.4	5.8	15.9	119.6	13.4
1975	79.9	2.9	12.0	89.0	12.5
1976	89.4	2.8	14.3	101.1	14.1
1977*	47.2	1.1	8.0	54.1	14.9

* Jan-June

MEN AND MATTERS

Nice mice prices leap

It has been said that whoever first thought of eating shrimps must have been... terribly hungry, a sentiment I share when it comes to the edible dormouse. The ancient Romans were the first to show interest in such a delicacy, raising the beasts in special enclosures: a present-day boom in demand has prices leaping ahead. It has also made some mice-lovers cross that the animals should be on any human menu anyway.

The price of dormice for lovers of sauté dormouse is now £38 a nibble. Recent publicity has indicated the going rate for these two-ounce snacked edible rodents, which only a couple of weeks ago was a modest £30. Such is the interest that Britain's leading breeders and butchers, Geoffrey Hunt and his son Richard of the Scotch Produce Centre in Stockport, Cheshire, are having their work out keeping up with demand. Richard Hunt says he has had to put up his prices because his main supplier of breeding stock has increased his charges to £35 a head in the face of fresh demand.

Undoubtedly by the heavy capital costs, however, the family concern which runs a successful if occasionally eccentric farm and butchery business, is going ahead with expansion plans. The breeding "herd" (what is the word for a group of dormice?) is being increased from its present level of 70 to 300 animals by next year.

The Hunts have been heartened by a repeal order from a Lakeland hotelier who specialises in gourmet dinners, and, needless to say, certain Middle Eastern buyers are showing an interest. Richard Hunt has an appointment in London in the next few days with a group of Arabs who want to see samples. Building up the business, which the Hunts insist is not yet profitable, has not been easy. These shy and dozy creatures are apparently reluctant to breed in captivity, and it took eight years to get a decent supply going. They are also expensive to fatten. Disdaining common or garden mouse fodder, they take a luxurious approach to life and insist on a diet of chestnuts, sunflower seeds, cherries, grapes, dates and nuts before being delicately electrocuted and dispatched to the pot.



"What's the fuss about? Britain has got one man, one vote but that's still ruled by a minority!"

natives were almost unbearably polite. But there were plenty of other hazards involved in taking a census of a population of some 100,000 scattered over 36 of the 169 islands in the kingdom, which covers 140,000 square miles of the Pacific Ocean.

Doyle was seconded from the Home Office to help organise the job, and he recounts some of its more unusual aspects in the latest *Statistical News*. He foresees the geographical problems—many of the islands are tiny and ringed by forbidding reefs and several are insubstantially volcanic—but was not altogether prepared for the difficulties of communication with supervisors and enumerators under his command.

He reports: "Tongans, I was told, speak English. This is not true. They speak some English and, being exceedingly polite and kind, they smile and nod their heads because they know you want them to understand what you are saying and they

do not want to disappoint you. If they cannot supply the substance of rapport, then they are determined to supply the most reassuring and comforting shadow they can.

"A quaint habit of Tongans, guaranteed to fray the nerves of social researchers, is to answer negatively-phased questions with the logically correct, but linguistically incorrect, answer. Q: Have you no bananas? A: Yes. We have no bananas."

Getting around the islands was always difficult, but Doyle recalls that the 16 in the Ha'apai group (the mutiny on the Bounty occurred in this area) presented the most problems. Transport was provided by the Tongan Defence Force launch, "a vessel of great speed and equal noise which bucked like a bronco in all but the calmest seas."

But the launch could not cross the reefs surrounding the coral islands, so intrepid social researchers had to descend via a ladder to a tin dinghy. Tricky enough, but then one of the sailors lost the ladder in 16 fathoms of water. To get ashore on one island, even the dinghy drew too much water and native dugouts (hollowed-out tree trunks) carried the bead-counters in, "jumping" the reefs thanks to the paddlers' expert judgment of incoming breakers.

Doyle's proud postscript: the Tongan population numbers 90,128, of which 46,029 are males and 44,099 are women.

Horrid

Neatly sinister piece of graffiti at Redhill station, Surrey: "Drink vernish. It kills you but gives a lovely finish."

Observer



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FINANCIAL TIMES SURVEY

Tuesday August 30 1977

هكنا من الفصل

Middle East Construction

The frantic pace of construction in the Middle East in recent years has begun to ease — but so great is the market that the area still offers the best opportunities for companies which are willing to accept local, usually tough, terms.

gh

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ketrd Johns
Editor

CONSTRUCTION boom in the Middle East remains a phenomenon of the past. The past is a slow-down from rates of growth that in 1975—a year after the oil price had created almost universal pressures upon industrial systems, manpower and administrations. The point of view of the leading countries and regional construction has been mercifully levelled off to. In real terms, oil has been more or less the last quarter of financial surplus has been concentrated in Saudi Arabia and Iran, like Iran, have had to recognise that in terms of inflation dislocation. Correspondence has been an difficulties facing actors.

To talk of recession, would be totally misleading. There has been none except in Oman where economic decline has been evident for a year or so and the United Arab Emirates where the private sector, temporarily at least, seems to have met voracious demand by over-supply of office and residential accommodation. There and in the other producing states the pressures from government-led development are strong. Still enjoying the wash from the 1974-75 flood tide of aid or investment, such penurious states as Jordan, Egypt and Sudan are still experiencing a rate of growth—reflected in vigorous construction activity—bigger than they could have hoped for.

Over the next five years the Middle East can expect to enjoy a faster rate of growth than the world as a whole. At present no less than 55-60 per cent. of capital expenditure in the region is reckoned to be accounted for by construction, and anything from 10-25 per cent. of GNP. Undoubtedly these proportions will decline but in the medium-term will continue to be far higher than the global average. Last year expenditure on construction in the Middle East (not including the Maghreb, Sudan or the Yemens) was \$23.4bn., according to the estimates of Plantecon (Overseas) Research, which projects an increase to \$26.2bn. or nearly 12 per cent. in constant prices by 1981. Steady, if undramatic, expansion of the market is in prospect. With prospects of economic recovery elsewhere so uncertain, the attention of the international construction companies on the region is as great as ever.

By the same token, the competition is fiercer than ever and the market tougher. The tendency of Middle East states to go for the lowest bid regardless of quality endures. So, too, does the insistence of states on fixed-price contracts at a time when local inflation continues to run at an uncertain and often high rate. As if encouraged by the more intensive search for work overseas the clients of the region have not shown any inclination to relax other harsh terms. Contractors still have to obtain unconditional guarantees in respect of performance. Taken together with the harsh environment, shortages of labour, transport congestion, local scarcity of materials and equipment, bureaucratic inefficiency and payment delays, the contractual framework makes the region generally a forbidding proposition for all but the determined and the efficient.

Generous

Advance payments can be generous, like the standard 20 per cent. paid by Saudi Arabia, and are the equivalent of an almost interest-free loan. The risks of unfair calls upon such "loans" and performance bonds, may be minimal. The contingent liabilities are there and becoming frighteningly large, however, U.K. and U.S. contractors, meanwhile, have generally been handicapped because their banks have tended to count the value of guarantees against lines of credit. In this respect the European and Asian competitors—with closer links with their respective banking

systems or greater reassurance from their governments—have evidently had an advantage. Yet, as a result of the boom in the Middle East, and risks arising from it, the trend has been towards greater State support for contractors bidding for and undertaking projects in the region, including bond support schemes and insurance against cost escalation at home. Refraining from them, the U.S. and Sweden have argued that such policies will only lead to the perpetuation of contract terms dictated by the oil rich of the region.

There are exceptions to this general rule of rigid conditions. For defence projects like those supervised by the U.S. Corps of Engineers in Saudi Arabia and in Iran, negotiated within a government-to-government framework, bonds do not apply and cost escalation is allowed. Some states like Dubai in the UAE are prepared to negotiate terms with trusted contractors. The supplier is in a position to obtain more internationally acceptable terms in areas of advanced technology or when a credit package is needed to finance a project. However, the oil states running into or close to deficit are able to raise their own funds independently on the market at cheaper rates than supplier credits. Projects in the poorer Arab states are often financed directly by the oil-rich states or through the aid-funds states or through the aid-funds buyer's market where cash-payment, self-financing projects predominate but contract terms are harsh.

Libya stands out clearly as the biggest risk as evidenced the fact that premiums charged on

account of it by Lloyd's are double those for any other country in the region and cover from Britain's Exports Credit Guarantee Department is restricted. Among the oil producers Iran, Algeria, and Oman have recently had a bad record for payment delays. The same is true of Qatar—presumably because the Ruler has to approve the important disbursements. Saudi performance can vary from the adequate to the abysmal according to the ministry or agency concerned. With their endemic shortages of foreign exchange Egypt and Sudan are poor propositions.

A tough environment for contractors, in every sense of the word and by any standards, places a premium on planning, organisation and financial strength. A good local partner can be vital to success but local sub-contractors a liability. Small contractors, with a limited asset base and liability call on funds, should be treated with particular caution. It is folly not to make generous allowance for the risks that are commensurate with the rewards. "To-day we may call the Arab countries a Mecca for builders but we should not forget that such a pilgrimage also requires patience and endurance." That comment came last year from a director of Philipp Holzmann which has been successful in the region and has undertaken a number of projects in Libya, the most difficult market of them all. West German contractors are said to be foremost among the West Europeans for their organisational efficiency. This made all the more dramatic the collapse of an

affiliate of Bremer Trenhard, a respected and solid West German concern as a result of a housing contract in Algeria. But risks are commensurate with rewards. Nowhere is that more true than in Saudi Arabia where most of the problems are magnified in line with the scale of their projects. Says one U.S. banker with intimate knowledge of the market and with reference to the super-heating of 1974-75, "There have been comparatively large winners with net incomes running in excess of 30 per cent. of the contract value—but also a large number of losers. Because of the fixed price nature of contracts, a number of Western contractors, particularly those working on road contracts that were bid in 1974, have sustained major losses. One European company sustained losses on a contract equal to its entire value."

Proportion

The importance of the Middle East to construction companies hungry for work can be seen from the fact that no less than 37 per cent. of the turn-over of Laing last year came from the area. But the relative proportion of profits from it has been small and dipped to just under 10 per cent. in 1976. Laing reported that it had suffered from greater than anticipated cost escalation in Saudi Arabia. Because of the reordering of priorities in the Kingdom, other contracts did not materialise. Together with Wimpey, Laing has had the advantage of a joint partner in the well-established Ali Reza concern and also work on projects related to defence infras-

tructure. However, it is clear that the going has not been easy. In Iran, the Laing-Wimpey partnership was adversely affected by the slowdown in the \$500m-plus Isfahan ordinance complex as a result of foreign exchange shortages. Costain's too, must have suffered from the privatisations over the housing project for the naval base at Shababar.

Iran in its own capricious way presents peculiar difficulties of its own—witness the experience of Marples Ridgway with the customs and excise which for some time refused to allow importation of equipment required for its big road project in the south of Iran although their purchase from outside formed a condition of contract. With the advantage of cost-escalation provisions, that contract is now contributing to profits. Yet the experience of 'Cementation' which is still awaiting payment of \$900,000 for design work on hospitals has served as a warning to all.

Well-entrenched in the region, Costain's have done no less than \$500m. worth of business there over the past decade. Deriving the benefits of continuity of work and close local connections, particularly in Dubai, the company has reported profits 54 per cent. higher, of which two-thirds came from the Middle East. It is constructing the Dubai drydock with Taylor Woodrow, for which the region has also been the biggest overseas contributor to profits. And work there added significantly to Tarmac's lost results.

U.S. contractors are equally

concerned about obtaining work in the Middle East at a time of stagnation and unemployment at home. The importance of the market was abundantly shown by the campaign mounted by the business lobby against the attempts of Jewish pressure groups to get legislation passed against foreign boycotts which would have effectively barred American contractors from the Arab world and in the modified form enacted will inhibit small concerns or those not already established there. It is reckoned that over the coming five years U.S. contractors could get \$30bn. worth of contracts with a value of \$18bn. in Saudi Arabia alone.

It is the same for Italy, France, the Netherlands, Belgium, West Germany and Japan among the leading industrialised countries. The Greeks, Yugoslavs and Cypriots have been as active in their own way seeking contracts and been aided in the process by their ability to mobilise their own national skills on site. Provision of cheap, hard-working manpower, together with good organisation, has been a key factor in the amazing success of South Korea in gaining \$5bn. or so in contracts in the Gulf area over the past few years.

No doubt stimulated by this achievement, India and Taiwan, both with a developed industrial base, have been bidding further been stimulated by Saudia Arabia's angry rejection of the "inflated bids" of Western and Japanese contrac-

CONTINUED ON NEXT PAGE

WHAT PRICE COSTAIN EXPERIENCE IN THE MIDDLE EAST?

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MIDDLE EAST CONSTRUCTION II

New ground rules for contractors

OF ONE THING the civil national construction industry is concerned.

Far from it. The site in question will, more likely than not, turn out to be nothing more than a mound of sand where Centigrade temperatures can reach more than 50 degrees and where water, power and accommodation are simply not available.

To build in the region is to take on and, hopefully, solve a wide range of self-generating problems, large and small; to confront the sort of difficulties which even the most experienced and vivid imagination could not visualise in advance; to face constant communications problems, both in terms of distances and people, to cope with stifling bureaucracy, manpower problems, material shortages, new laws, the vagaries of a client who may be used to absolute authority and, last but by no means least, inflation rates which continually gnaw away at fixed price contracts.

There are fundamentally only two types of construction company in the Middle East—those with some experience of the region or at least some of its markets and those with none. The former will tell the latter that he is wasting his time trying to get a foothold now that the boom is over anyway and that even if he gets some business he won't make any money out of it.

The long-established contractor will emphasise that he has been operating in the region for years as a part of a well defined strategy which dictates that workload and risks are spread as far and as wide as possible. They have had time to work their way into markets where everything takes time, to make the right contacts, to forge the correct partnerships and to spot the profitable business, as well as to make mistakes and learn by them.

Fundamental

If there is to be a fundamental change, it will more likely than not principally involve the type of work which becomes available in the next few years. Few of the oil-rich nations have the sort of population which can justify the continual provision and expansion of the fundamental services now being laid down. Once the basic infrastructure is complete, there will have to be an end to the multimillion pound port and harbour complexes, the dry docks, airports, trade centres and motorways—the real need for which have in some cases already been brought into question. Ask any civil engineer involved in such a project and he will say a major attraction of the work is its knowledge that they are of a size and complexity unlikely to be repeated again, certainly in the Middle East.

So it will be the type of work which changes. What should provide contractors—builders rather than civil engineers with future work will be the continuing requirement for the homes, shops, offices and buildings which any buoyant economy constantly demands. The question then will be how much of this work will foreign contractors be able to pick up in the face of competition from increasingly competent local contractors.

In the meantime, while contracts large and small remain fairly plentiful, there is no suggestion that the Middle East is the site of the Garden of Eden, certainly as far as the interest of collusion against them.

Saudi Arabia's outburst expressed a sense of grievance felt by other countries as well. Subsequently, Kuwait—always a demanding client—made public its discontent when Mr. Abdel Rahman al Attiqui, the Finance Minister, said: "When we carry out several projects we find there are only a few contractors who can carry out other projects. Prices go up and we are under the control of a few foreign companies who can carry out the projects." Bahrain has vigorously attacked the role of consultants complaining that their initial estimates always grossly under-estimated final cost and that their way of drawing up tenders make it possible for a contractor to claim more money—not unreasonably, it might seem—when clients issue variation orders.

Profits in the Middle East are for about 20 per cent of the hard won. Generally, the risks construction work in the King are as great as the rewards. Competition and the inter-but it does not believe in hard national construction industry's gaining "to the point so low that an unsuspecting or unfortunate contractor would suffer financial loss." Nevertheless, it is customary to making adjustments pertinent to ask whether they in the course of implementation are best served by the tough terms they impose on the implementation of most projects.

It is ironic that Saudi Arabia, aimed at restricting the operation of agents, lays down the death penalty or life imprisonment for any official convicted of influencing the placing of a contract or the choice of a method of the U.S. Corps of Engineers.

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between success and failure thing. "No Problem" could be decided by the extent to which the contractor could be the back up provided from throughout the region, a national as well as individual effort is required to capture a share of an intensely competitive market place and a combined approach, incorporating such essential services as local intelligence, system, insurance cover and extending cover matters like personal and corporate tax concessions, can often pay handsome dividends.

In this respect, some countries have been more astute than others and their contractors believe the back-up they have received has on occasions made all the difference between success and failure. There are limits, however, to just how far the process of state support should go and many observers would hold up the case of the South Koreans as a supreme example of what can be done through collective effort.

No-one knows if the South Koreans are actually making much money out of their contracts with bids invariably 20-30 per cent below everyone else's, or if they are principally content to earn large volumes of foreign currency and establish a presence in the region. Whatever the case, in a few short years the South Korean construction "army" approach, with its blanket Government support, has worked well in terms of new business and they have been taking work away from under the noses of contractors who regarded themselves as the best in a particular specialist field.

For the rest, matters have not reached such extremes. To them, construction work overseas has not yet reached the same status as a description of a most bogus that never will be.

As far as the U.K. contractors are concerned, their guarantees, bonds and prepayment in the Middle East is an impressive one, the broad level of support they can expect from Government services is usually comparable with those available by most other countries. However, at the risk of once again incurring the wrath of certain U.K. Government commercial counselling operations in the region, it is only correct to repeat the comments of British contractors in the field who still report very mixed standards of commercial awareness among embassy personnel and who claim that in this respect some of their competitors are better briefed and more usefully assisted in the search for business and in coping with problems that arise once work has been won.

Bonds

The contractor will also be in a position to provide a wide range of bonds, but it is likely to be demanded as a condition of any business.

Performance bonds and bonds in the Middle East are becoming popular, have to be arranged even if some are never called. Together, they represent further, potentially major obstacle to the contractor's have in some cases been instrumental in keeping it with their feet firmly at home.

The problem of mobilisation can cause the biggest headache of all. Time and time again contractors have seriously judged the period required to organise and assemble mater and labour in advance of a contract trying to catch up from home recruitment of the management team, business and in coping with the large-scale organisation of immigrant workers—few of them have the required numbers of people available themselves and the import of almost all materials can prove a costly business.

Expertise

But whatever the level of expertise of local Government representatives, much of the fundamental advice handed out to prospective contractors will be the same. The first message would invariably seem to be find a local operation with good local knowledge to provide the basis for your business. In some countries this is obligatory, the agreement while in the rest it remains just nothing to the individual as vital. There are some notable authorities which inevitably and sizeable exceptions to this rule and this is either because of long-standing connections with a particular market or because of special relationships which have been developed between contractors and local rulers, invariably their largest single client.

The problem for the newcomer is likely to be finding a local partner worth associating with. The fact is that most of the good ones, with sound reputations and good contacts, have long since been wooed and won over again. It can be said that in the Kingdom few major contracts have been awarded without a princely figure receiving some kind of cut. Regulations governing commission rates are said to be under consideration. To its credit Abu Dhabi has already promulgated a law fixing percentages. There has been a ritualistic crack-down on corruption in Iran. Only Iraq has taken a firm—indeed draconian—action. Law No. 103, decreed last year, and aimed at restricting the operation of agents, lays down the death penalty or life imprisonment for any official convicted of influencing the placing of a contract or the choice of a method of the U.S. Corps of Engineers.

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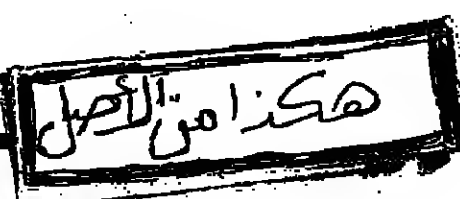
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Competing in a seller's market

STORIES have been told of the spectacular rise of the world's construction industry in the Middle East, caused by the oil boom. But the industry has not been as successful as it once was. In fact, it is now a seller's market, with many contractors competing for a limited number of projects.

particular construction fields—Saudi gas connection system, which will cost more than \$5bn. Other major U.S. companies involved are Brown and Root, which is, for instance, engaged in port construction in Iraq, Bechtel, which as a design consultant has become a specialist in putting together enormous packages, like Algeria's complex of natural gas plants at Arzew, near Oran.

U.S. companies are among them able to offer a full range of contracting skills, from consulting and design to engineering and construction. There is also heavy concentration on complex process plant, such as the oil refinery at Jubail in Saudi Arabia where Texaco and Socal have recently won a contract which could be worth \$400m. Such contracts provide much related work for U.S. suppliers, but the strong position of the U.S. in the Middle East—especially in Saudi Arabia, Iran, the UAE and Kuwait—could be threatened by two recent pieces of legislation.

President Carter signed a revised law on June 22 aimed at limiting American companies' compliance with the Arab boycott of Israel. Two days before, the most recent conference of regional commissioners of the Arab Boycott of Israel Office warned that American companies violating its rules under the "pretext" of complying with domestic laws would be barred from member States of the Arab League countries and denied access to their raw materials.

The new legislation is designed to prevent U.S. companies from refusing to do business with Israel either as a condition of winning contracts in the Arab world or on the basis of what they felt to be prudent; boycotting other U.S. concerns in an effort to obtain Arab business; providing information to an Arab country about another company's relations with Israel; and providing negative certificates of origin. The legislation has aroused great concern among those companies doing business with Arab States and among groups who fear a worsening of America's already serious trade deficit as a result.

Even if they concede that amendments to the Export Administration Act finally adopted will make it "possible" to do business with the Arab world.

Much will depend on the administrative regulations drawn up. However, the law does allow subsidiaries of U.S. companies operating in the Arab world to conform to local laws barring imports from companies on the boycott list, under certain conditions. In practice, it is feared by American businessmen that the legislation will affect smaller companies more than large ones, and in particular will discourage new entrants to the market altogether.

Apart from the effect of the anti-boycott legislation on U.S. suppliers, construction companies are also concerned about a second new law, the 1976 Tax Reform Act which reduces the tax concessions for expatriate Americans. Companies operating in Saudi Arabia already report having lost staff because financial considerations no longer compensate for the harsh living conditions. Amendment to the legislation is being discussed but may not come into effect before next year.

Despite these problems the position of U.S. contractors in the Middle East should remain relatively strong because of the sophisticated services they can provide, but they find it harder to obtain the bank guarantees needed for performance bonds than do construction companies from other countries. U.K. concerns have also, of course, been inhibited by these requirements.

U.K. contractors are carrying out many large contracts in the region—although virtually no "jumbo" contracts—and are continuing to enhance their reputation for a high standard of all round work. Yet there are several countries such as Libya and Kuwait where their representation is non-existent (despite the ubiquity there and elsewhere of British consultants).

Among the factors blamed for this are the relatively narrow asset bases of many British construction companies that have not expanded in line with rising prices, a higher rate of domestic inflation than that faced by foreign competitors, a traditional reluctance or inability (with some notable exceptions) to form consortia with other companies to handle big projects, and, above all, the continuing problems of obtaining financial support for performance bonds, which can be called in at a moment's notice without explanation.

The Export Credit Guarantee Department provides support for loans by indemnifying the company's bank or surety company, but no standard for coverage has been agreed by the banks and ECGD. No organisation in the U.K. will carry the responsibilities of the main contractor, although there have been efforts to involve the National Enterprise Board.

Efforts to reach some arrangement under which greater financial support can be given to British construction companies are continuing, since it is recognised that this is a crucial element enabling a company to bid for a contract.

In West Germany construction companies benefit from the close relationship between banking and large-scale industry, the two being connected by overlapping ownership. Very prominent in Middle East construction is Philip Holzmann, which is heading a consortium to enlarge the Saudi port of Dammam, and Hochtief, a member of the consortium building a new industrial port at Jubail. Apart from Libya, West Germany also figures in Iraq, where Thyssen is responsible for a petrochemical complex in a joint venture with the U.S. company Lummus.

At a conference organised earlier this year by the Middle East Economic Digest, Mr. Dajani, of the Saudi Research and Development Corporation, held up the West German construction companies as an example of success resulting from good discipline and organisation. "It is a tradition among the Germans to be very disciplined, with the result that they have been successful—but not in the very large projects, only in the medium-sized ones in the remote areas where they have brought their own discipline and applied it to a particular project," he said. He contrasted the West German performance with that of U.S. companies which he said had the completely integrated systems needed to manage "mammoth" projects—such as the \$3bn. Jeddah airport being handled by Bechtel.

While the interlocking ownership of banks and industry assists West German contractors, their French and Italian counterparts benefit from the fact that many of the banks in both their countries are State-owned, while in Italy some of the construction companies themselves are branches of publicly-owned concerns. Up to 40 per cent of French overseas construction work is in North Africa where language and long-standing relationships assist the French presence. France also has a rapidly developing presence in Iraq where it has recently won several contracts, including contracts for Creusot-Loire to build a steelworks and a sponge iron plant at Khor al Zubair near Basra.

The Dutch are inevitably prominent in the dredging and reclamation sector, which has been providing a spate of multi-million-dollar contracts as the region sees the laying down of a string of harbours, and while the landscape in low-lying areas like Abu Dhabi is changed. An example is the Stevin Group which has won some of the biggest contracts on behalf of the Netherlands. It has civil engineering, pipeline, housing and road building activities as well as dredging operations.

Stevin is working on the Jubail harbour project, where it is bringing high quality rock to the site in barges from its own quarry at Ras al Khaimah in the UAE. The quarry is also servicing the consortium's work at Dammam. The group has work at Umm al Qawain, Sharjah and Ajman in the Emirates.

Besides Western European contractors both Greece and Yugoslavia have a growing presence in the Middle East. Greek contractors are particularly prominent in road building, with Edok-Eter, among others, working in Saudi Arabia. In Yugoslavia the biggest name is Energoprojekt, one of the world's largest construction companies. It has completed projects in such Middle Eastern countries as Syria, Kuwait, Libya and Sudan.

Yugoslavian concerns have several major contracts under way in Libya (where East European contractors are also represented). One recently won a contract for bridge building in Sudan while another, Union Engineering, is building an air force base in Kuwait.

Government backing and easy access to finance play a crucial part in enabling Japan to move into the Middle East construction market on a large scale. In a joint venture Japanese companies are doing the bulk of the construction of the new airport at Abu Dhabi, while in the engineering field Mitsubishi is building a power station and a urea plant. Japanese concerns hope to win more contracts in this country because of credits which total \$2bn.

But though the Japanese penetration of the Middle East has been impressive since the oil price boom it is probably more than matched by the dramatic performance in the last three years of South Korean companies. Last year South Korea's Bharat Company for Electrical Works of India, Saudi Arabia's action could weaken the grip in 12 months, triple the total that the highly industrialised countries have upon the high technology section of the market.

Among the reasons for the success of the South Korean companies is their tendency to bid 20 to 30 per cent lower than others for a contract; the industriousness of their workers and the fact that the labour force, though imported, keeps itself to itself and causes few social strains in the country in which it is operating. It is not always clear whether South Korea's contracting companies operate profitably at the prices charged, and much is owed to the South Korean Government's financial support and determination to win foreign exchange for its own sake. But the South Koreans have won a well justified reputation for the discipline, not to say regimentation of their workers.

At the Middle East Economic Digest conference Mr. Dajani said that Jubail, where Hyundai is masterminding the port construction contract, "is nothing more than a military barracks. We have seen that the most efficient, disciplined people have been the most successful people in Saudi Arabia," he concluded.

South Korea recently achieved something of a breakthrough when Hyundai won a \$147m. contract for the electrification of the Asir region in Saudi Arabia. This takes South Korean operators into the capital-intensive high technology work which has previously been the preserve of Western industrial countries. The particular contract was one of several for which the Saudi Arabian Government rejected British and Japanese bids as being too high.

Electrification contracts were awarded in similar circumstances to the Pakistan Power Corporation and the Pakistan Electric Corporation. Works of India, Saudi Arabia's action could weaken the grip in 12 months, triple the total that the highly industrialised countries have upon the high technology section of the market.

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MIDDLE EAST CONSTRUCTION IV

Clients impose harsh contract terms

INTERNATIONAL companies may find they have little choice but to turn to the Middle East in search of business because it is the region of the world promising more sustained growth than any other. Yet precisely for that reason it is a buyer's market in which the clients have continued to dictate terms of a kind immeasurably increasing the hazards of undertaking projects.

As much as ever it is a situation where the employer has all the rights and the foreign contractor all the obligations. Despite some improvements, terms generally are as harsh as ever—probably more so as competition has intensified. As a framework the conditions of contract of the Fédération Internationale des Ingénieurs-Conseils (FIDIC) are in widespread use, but are almost invariably altered to suit the interests and convenience of the Middle East client.

Even if some countries have in certain respects shown themselves more accommodating the general adherence to fixed-price contracts, the bonds demanded and the reluctance to allow for neutral arbitration of disputes, constitute a major headache. They are as inhibiting as ever, especially when added to the other problems posed by a harsh environment, labour shortages, transport congestion, local scarcity of materials and equipment, bureaucratic inefficiency and payment delays.

Bid guarantees from banks of 1 to 2 per cent of prospective contract value are designed to discourage unsuitable contestants, prove good faith, and ensure that the winner does not withdraw after an award is made. Acknowledged by most contractors to be justified, they are the least of the problems in this area.

The performance guarantees (customary for 5 to 10 per cent of contract value) continue to be a very real source of anxiety. Again, the principle behind it is reasonable enough—to bind the contractor to fulfil his contract commitments. In this respect, it is no different from the surety bond. In the Middle East, however, it is not qualified by any wording protecting the contractor who does what he has undertaken to do. According to some observers, the raison d'être of the classic performance or surety bond "is completely over-ridden by the payable on demand bank guarantee such as is required especially in the Middle East," in the words of Mr. Robin Newmark, of Willis Fawcett and Dumas, the London insurance broker, in a key-note address at a seminar on the problems of turn-key projects in Stockholm a year ago organised by the International Bar Association.

Advance

Moreover, the need to cover the advance payments—which is interest-free made by governments to assist the contractor in mobilisation—anything from 5 to 30 per cent of the project value—increases the liability still further. At the same seminar in Stockholm Mr. Newmark suggested that the need to supply this bond for the full amount of the contract over its total duration "arguably amounts to taking away with your left hand what you have just given with your right."

The total amount of guarantee covering performance and advance payments can amount to anything up to 40 per cent of a contract's value. In addition, a retention money guarantee is also often demanded as an assurance of the quality or assurance of the project for a period of years until long after completion—up to 10, in Kuwait, which has been unique in making a contractor responsible for the consultant's work as well as his own. Bonds amount to what Mr. James A. Nelson, a vice-president of the Bank of America, described as an "open cheque."

Speaking in London earlier this summer at a conference organised by the Middle East Economic Digest, Mr. Nelson said: "The probability of an arbitrary or capricious call on these guarantees in a country like Saudi Arabia is very slight. It is very unlikely due to the nature of the Saudis and their sense of a fairness." Over the past few years it is believed that less than half a dozen guarantees have been called in Saudi Arabia—none of them major or leading to the losses of banks involved. They would have accounted for a very small proportion of bond liabilities, of which the total outstanding is less than half a dozen. In this context it should also be pointed out that the \$25bn, or so contracts being administered by the U.S. Corps of Engineers do not exclusively require "on demand" guarantees as they will accept traditional surety bonds.

Last year Saudi Arabia reduced its performance guarantee requirements for performance bonds from 10 to 5 per cent, and from bid guarantee from 2 to 1 per cent in recognition of the difficulties facing contractors.

Saudi Arabia also amended its tender laws to allow insurance companies to guarantee contractors but the former have looked askance at such "on-demand" instruments. Of more meaningful help was the decision to allow 45 approved international banks to put up guarantees directly, merely paying a fee to a local one as an intermediary at a reduced rate—which has had the effect of lowering charges if nothing else.

As far as guarantees are concerned, attention has focused mainly upon Saudi Arabia because of the enormity of its development programme and contracts awarded there. But harsh unconditional requirements are the rule elsewhere too—with only very few exceptions granted.

In Iran, they do not apply to some defence projects such as the Isfahan ordnance factory and the drydock at Bandar Abbas, or others done for private sector clients. But generally Iran insists on them and should probably be regarded as a bigger risk than Saudi Arabia.

Guarantee

Concern about unconditional guarantee stems very directly from the Libyan revolution of 1969 when Col. Khedafi's regime arbitrarily called in guarantees given on behalf of Italian companies. Earlier this year the dangers were highlighted when a Libyan importer exercised its option on an unconditional guarantee for over £50,000 to which Edward Owen Engineering was liable under the terms of a contract to supply greenhouses. In July the Court of Appeal in London dismissed an injunction sought by the company to restrain contractors from paying out the money which it had guaranteed. The fact that the Libyan buyer had not fulfilled his contract requirement for a confirmed letter of credit made no difference. The judgment was that only in exceptional circumstances such as a fraud known to the guarantor would the courts interfere.

Middle East States are sticking to fixed price, lump-sum contracts almost as rigidly as before despite the advantages for quick implementation from proceeding on a "design-and-build" basis which necessarily means a cost-plus fee. With resentment over "inflated bids" having surfaced they are psychologically less inclined to contemplate escalation clauses even if some—faced with the realities of the situation—are proving to be more accommodating.

Yet the difficulties facing the contractor for projects, especially complex turn-key ones, which may take three or four years to implement, are clearly immense and hardy need spelling out. As Herr Hermann Becker, director of Philipp Holzmann for overseas projects put it at last year's Financial Times Conference: "It is the classic problem of the contractor that he sells his product before he makes it and not afterwards and he is therefore unable to adjust his sales price if his basic costs are different from those prevailing when his tender was prepared. Moreover, it is a symptomatic feature of our business that a large part of construction projects, regardless of whether stone, concrete, earth-fill or asphalt involved—has to be carried out on the site itself and cannot be supplied from a factory or a workshop in the contractor's own country."

Phillip Holzmann is one of the contractors most heavily involved in the Middle East and apparently very successful there. Herr Becker nevertheless referred to the impossibility of taking account of an inflation rate of more than 25 per cent annually in a "tender price which is supposed to appear reasonable, especially in the case of long-term contracts." He suggested that the only fair solution would be price escalation and revision clauses which would share the risk between the contractor and his employer. A formula for adjustment should take into account the cost of wages and salaries, cement, concrete aggregates, reinforcement, timber and inland transportation. However, few, if any, of the States of the region have any reliable indices; not the least Saudi Arabia.

Even so, in this area there has been some positive movement. Earlier this year the senior partner of the ubiquitous Sir William Halcrow, the U.K. consultants, felt able to say that

his firm was involved in no fixed-price contracts but only ones based upon bills of quantity at unit rates. It is known, for instance, that cost escalation has been allowed for the Dubai dry dock being constructed by the Costain-Taylor Woodrow consortium. The same is true of the Arabian Ship Repair Yard in Bahrain, a pan-Arab project being pursued for political as much as economic reasons.

In Dubai there has probably been more flexibility than anywhere because of the Ruler's close relationship with both consultants and contractors. By contrast, neighbouring Abu Dhabi and the Federal Government of the United Arab Emirates remain firmly attached to fixed prices. However, the Saudi Government has recently granted inflation clauses making some allowance for labour and materials for such port contracts as the \$94m industrial port of Jubail, another project supervised by Sir William Halcrow. More surprisingly, Iraq is prepared to contemplate escalation clauses for both imported and locally procured goods and services.

At a conference organised by the Financial Times last October, Mr. Majid al Jishi, Bahrain's Minister of Works, complained that initial estimates prepared by consulting engineers always grossly underestimated the final cost. He also said that the way in which tenders were drawn up made it possible for the contractor to claim more money when the client issued variation orders. Changes of specification are one of the hazards besetting contractors in the region and harsh interpretations often make it impossible for them to obtain any recompense for the extra expense involved. At the same time such variation orders are recognised as being one of the few escape clauses—the classic "let out"—from the strait jacket of fixed prices.

Consultants have been increasingly blamed by client governments for the high price of tenders. They have been criticised for "the differences between their original estimates and the level of bids made by Western contractors—a reflection perhaps of the sometimes long time-lags involved and the inaccuracy of calculations. The confusion is such as to suggest that the best solution of cost-plus, as it is, the preference for contracts of the fixed-price lump-sum variety has only made more vital a less severe attitude to such questions as force majeure, changes in specifications, security of payment, and exchange rate fluctuations.

In the region the need to make provision for arbitration and even conciliation is now well accepted—but almost invariably there is an insistence on the part of the client that the process should take place

in his own country's institutions and according to its laws. Under such arrangements the contractor can reasonably assume that the dice will be loaded against him. In Saudi Arabia the chosen forum is the Shari'ah Council whose deliberations are based upon the Moslem Shari'ah law. Some Westerners maintain that its concepts of equity and justice give an outsider as fair a hearing as any. Others view it with trepidation.

All, however, would prefer settlement according to the arbitration clause of the International Chamber of Commerce (ICC). In practice, a contractor's ability to obtain provisions for a neutral arbiter have depended largely upon the client's need for his services. Iran is reported to be more amenable now to the idea of international arbitration. Countries like Algeria which need suppliers' credits and long-term financing cannot be too adamant in dictating the use of their own procedures.

Arbitrators

Under the ICC system each side chooses one of the arbitrators while the third, whose view is normally crucial, is chosen by the Chamber itself. ICC rules also provide for conciliation through an intermediary which attempts to find a solution through compromise or concession. Middle East States, however, are not alone in regarding the ICC as a creature of the industrialised countries. Even more unsatisfactory to them is the wording in the conditions of the FIDIC form of contract which are based upon the ICC formula but give pronounced weight to the consultant's decision.

Draft revisions to the FIDIC "red book" which dates from 1967 in its existing form, are under consideration and await approval by affiliated organisations—notably the Fédération Internationale des Ingénieurs-Conseils, the International Federation for Asian and Western Pacific Contractors Association, the Inter-American Association of the Construction Industry, the Associated General Contractors of America. Several of those revisions are designed to give greater protection to the contractor.

Nevertheless, although FIDIC may provide the best available formula, no one can pretend that it is an ideal one—not least because of the reservations and suspicions of the client States of the Middle East. The need for dialogue by both parties and agreement on terms is obvious. It also seems desirable that the leading exporters of contracting services—Western and Asian—should achieve some sort of common stance on the matter.

One body that has been looking into the whole issue is the

International Bar Association committee on contracts which is building up a core of information and also trying to win support from national legal bodies in its developing countries. It expresses their objections to the FIDIC-approved ICC for its tiny possible alternatives. It is very concerned about the bias against foreign contractors in the Middle East in the formulation of contract terms subject is also by a sub-committee on general contract law. The European Development Fund is attempting to formulate a unified approach to the Nine towards the question—although as a provider of it can hardly expect to enforce the oil rich.

In the meantime a valid and forthright exchange of views between U.S., European Japanese contractors and clients took place last month at a closed meeting sponsored by the Associated General Contractors of America, the national contractors' section of the International Federation of Overseas Construction Association of Japan.

By nature and tradition Arabs and Iranians are prone to drive as hard bargain as anyone. As the oil producers have been to dictate tough, harsh and intimidating conditions on international contracting in circumstances created by sudden prosperity. They are entitled to value for money. Whether they sound or later on whether their approach to contractual relationships is the desired result or is the extra expense involved. With competition "red book" which dates from 1967 in its existing form, are under consideration and await approval by affiliated organisations—notably the Fédération Internationale des Ingénieurs-Conseils, the International Federation for Asian and Western Pacific Contractors Association, the Inter-American Association of the Construction Industry, the Associated General Contractors of America. Several of those revisions are designed to give greater protection to the contractor.

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Coping with the complexities

contractors, large opportunities in the have provided a ease from the de- of world recession and the cause of their size, eration and the ch they have been be totality of these constitute a head- ernational propor- for companies big prizes but also ing system, the in- ness and govern- construction busi- Middle East has ex- them to enormous abilities.

ar ago a stockbro- analysis of the op- s region observed: ty, euphoria about the orders being the Middle East to vctors, where indi- acts potentially ex- turnover, is now ed by competition can be most cynical ct cancellations, de- ents and all the in- ancial problems."

about the enormous involved is no way the U.K. The larger ctors are not only heavily engaged in East and seeing an proportion of their underwritten by the Export Credits Guarantee Department. In practice, banks treat applica- tions for guarantees on a w capital base. More- t are in private And—again like peers—they do not se intimate relation- ge banks or belong, the conglomerates.

risk factor has be- apparent to the in- dustry as a whole, is the insolvency of ngard, a West Ger- ctor, as a result of a using project in ch went awry has ring effect, even if s arose from ex- s local inflation and th the labour force the calling of bonds. a has been focussed guarantees demanded

Difficulties

The system poses particular difficulties for U.K. companies because the guarantees issued by the banks on behalf of customers constitute, in effect, loans. As such they are only drawn upon if the client calls the bonds. However, hypothetically that possibility may be, the U.K. clearing banks do not have the necessary expertise to evaluate the risks. U.S. contractors have also had their own peculiar difficulties. Federal banking laws lay fairly tight restrictions on the issue of guarantees by banks and limits on lending to a single customer. So, instead, they have used standby letters of credit (which technically are little different from guaran- tees). Until recently the monetary authorities ruled that these should all be regarded as loans and set against credit lines, although there has been an important qualification.

With confidence deriving from price stability at home and their organisational efficiency, West German companies have evidently found guarantee re- quirements much less daunting although Hermes, the quasi- state underwriting organisation does not provide coverage against unconditional calling of bonds. One reason, no doubt, is the fact that they have close connection with the banking

overseas contracts. Lord Weir, Chairman of the group, explained that with the rapidly escalating value of contracts British banks were becoming increasingly reluctant to support bonds on their own. Cover provided by the ECOD was of little help because in the last resort responsibility and risk rested upon contractors and bankers, he said. He was speaking on behalf of many British businessmen who called for a "more radical and imagin- ative approach" by the U.K. Government whereby it might give backing of last resort to such guarantees beyond the ECOD's present cover against unfair calling of bonds.

Clearing banks, the ECOD and Lloyd's are currently discussing whether the insurance market cannot shoulder a greater part of the burden. U.K. banks are certainly worried about the growth of their liabilities on this score, a proportion of which may be un- secured. Frustrated contrac- tors, anxious for more business in the region question whether they are not too cautious. It is suggested that the U.K. clearing banks do not have the necessary expertise to evaluate the risks.

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system. That, too, is true of Italy, France and Japan whose contractors appear also to have received exhortation and re- assurance from their respective government of a kind that has made formal underwriting of bonds unnecessary.

The state-owned Korea Exchange Bank has acted as guarantor for the South Korean companies which have been so successful in the region. Yet both this and the Central Bank in Seoul, of which it is an affiliate, have had to raise money on the international market to back guarantees. To finance performance and advance payment guarantees for the construction of the Ras al Ghar port facility, Hyundai Construction Company and the Korea Exchange Bank, as co- obligors, signed a syndicated guarantee facility worth \$66m. with a group of 11 banks led by Citicorp International, the National Commercial Bank (of Saudi Arabia), and West- deutsche Landesbank Girozentrale. The enormity of the obli- gations have begun to make it impossible for any one bank to issue a guarantee by itself.

Bank of America and National Commercial had previously pioneered a precedent in raising the equivalent of \$214m. for the Jubail industrial port contract also won by Hyundai. There have been others. In future there will be a continuing need to spread the load.

Scrutinise

Given the risks, banks have to scrutinise very carefully both contracts and contractors. At a conference organised by the Middle East Economic Digest earlier this summer Mr. James A. Nelson, a vice-president of the Bank of America, outlined the risks that a bank would have to take into account as the competence of the contrac- tor, his capability to stay solvent during the life of a con- tract, ability to manage the logistical problems involved. In practice, the maximum loss that it will contemplate is about \$10m. Compared with bank charges the policies are

Speaking with special reference to Saudi Arabia—though the risks would apply generally—he referred to the need to know whether a contractor was over-extended, his safeguards against various inflationary factors, his knowledge of the various foreign exchange risks, and his ability to work in an environment "where the cash flow for the project is subject to a number of factors such as religious holidays, bureaucratic bottlenecks or other things which may lead to delays in payments on a day-to-day basis".

Decision

For U.S. companies the position has been eased by the decision last autumn by the Comptroller of Currency that standby letters of credit be classified as contingent liabilities, rather than loans, provided that cover for political risk is provided by the Overseas Private Invest- ment Corporation, the nearest American equivalent to the ECOD.

The insurance market has been able to take care of normal risks of loss or damage and give the cover required for bank guarantees as well as making some provision for non-payment, confiscation and currency fluctuations. A certain number of specialist firms have been prepared to issue guarantees to client governments of their state agencies at a cost of 1-3 per cent per annum as long as certain provisos are met. Yet there are understandable inhibi- tions where there are no ex- clusion clauses against unfair calling or conditions requiring the buyer to establish failure on the part of the contractor.

In such circumstances interest rates are very much higher. As underwriters, Lloyd's has reinforced some of the support given by the ECOD. The Lloyd's system rests upon arbitration in London—some- thing that few Middle East buyers are prepared to envis- age. In practice, the maximum loss that it will contemplate is about \$10m. Compared with bank charges the policies are

expensive—a flat premium rate of 5 per cent for the full dura- tion except for Libya where it is 10 per cent.

The client governments much prefer the simpler guarantee requirements from 10 insurance companies in which they do not put the same trust. Last year's Saudi regulation which reduced performance guarantee require- ments from 10 to 5 per cent also permitted certificates issued by "a specialised and accredited insurance company," but more or less ruled out the use of such an instrument by saying that it would have to cover at least 25 per cent of the contract's value. If insurance companies were prepared to pay on-demand bonds there might seem to be an advantage for the contractor from the relief afforded to his port-draft facility. However, any contractor that could meet the rigorous requirements of an insurance company could probably obtain the extra credit from his bank, anyway.

The ECOD has been in the forefront in the evolution of schemes as might be expected for a country where no less than 35 per cent of exports receive state backing. Support for the issue of bonds began in 1975 and so far has been given for \$153.7m. worth of them (relat- ing to a contract value of \$694.4m.) of which \$112.5m. or 73 per cent was for projects in the Middle East. A high pro- portion—552.27m. in bond coverage or 34 per cent of the total—has been for contracts in Iran. Under active considera- tions for the region at present is another \$723.62m. in respect of bids or actual contracts amount- ing to \$2.75bn. Backing is given through an indemnity to a bank or surety company issuing a bond. The cost is 1 1/2 per cent of the bond value per annum to the exporter who has also to insure the guarantee pro- vided by the bank or surety company. The minimum con- tract value to qualify has been reduced from \$2m. to \$1m. and ECOD is now prepared to commit itself to giving cover regardless of whether a bank or surety company has previ-

ously expressed its willingness to do so. The facility is designed primarily for government proj- ects but the ECOD is prepared to consider private projects as long as the bonds are condi- tional.

Domestic inflation cost escalation is the second biggest pre- occupation of U.K. exporters. The ECOD has a scheme to cover it but contractors regard it as inadequate. It has only been used half a dozen times, notably by Davey Power Cas for East European contracts. The ECOD also has a facility aimed at insuring a major contractor or partner against 80 per cent of losses incurred as a result of the insolvency of a sub-con- tractor or fellow joint venturer. Apart from being expensive it is considered as totally im- practicable and the general feeling is that better protection can be obtained from the Indus- tries Act.

Like the ECOD, France covers against the unfair call- ing of bonds for clear political reasons through the Compagnie Française d'Assurance pour le Commerce Extérieur, the state- owned agency which is profit- making in intent and practice. For anything else COFACE requires a ruling in a court of law before paying out. It has pro- vided the most generous coverage against domestic escalation of costs but this year modified the system in line with the European Commission's de- sire to see such schemes phased out. It also guarantees ex- change rates, investments and prospecting besides more con- ventional export credits. As yet it has no bond support scheme.

Sweden offers only guarantees against payment defaults, like those offered everywhere for exports of goods, to contractors undertaking work overseas. The U.S. takes a similar view regarding close links between governments and companies as counter to the free-market pro- cess. OPIC only assumes polit- ical risks. The official Ameri- can view is that the private sector should bear the commer- cial risks of any project and that support schemes of other indus- trialised states have put deals with Middle East countries in a government-to-government framework. The result has been poorer technology and services at greater cost in the American view. It is certainly possible to argue that Middle East clients are doing them- selves a disservice through their demands for unconditional guarantees.

Support

The Netherlands also has a bond support system, as does Belgium, with the state having counter- guaranteed advance payments since 1975. But the coverage, though fuller than the ECOD's, is more expensive. The Finance Ministry is currently contemplating the introduction of a package deal of mixed credits, which should also assist Dutch companies in winning Middle East orders. Insurance

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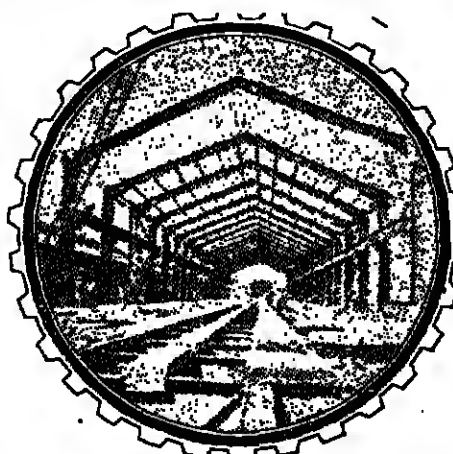
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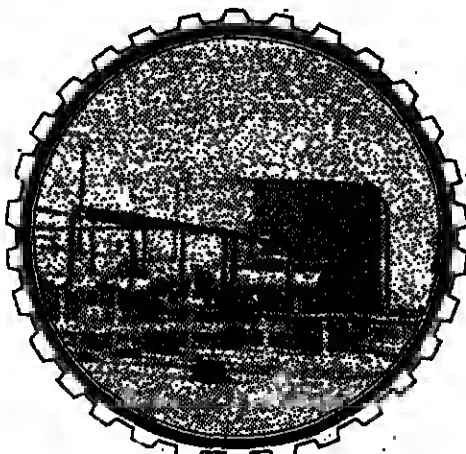


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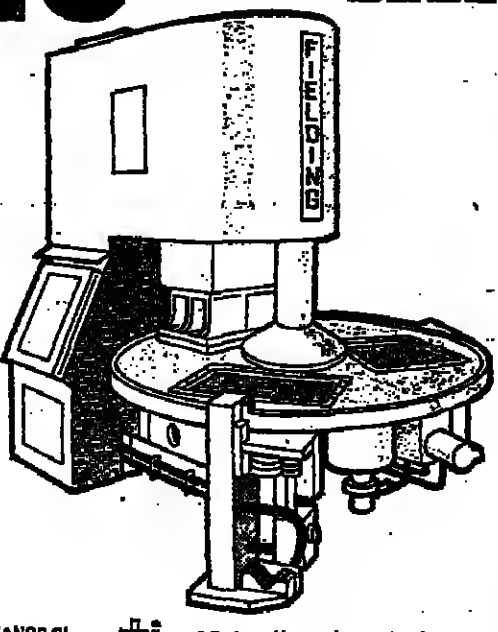
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MIDDLE EAST CONSTRUCTION VI

Joint ventures offer the most scope

THERE CURRENTLY exists a curious state of affairs in which the majority of U.K. civil engineering contractors acknowledge the vital requirements for joint venture work in the Middle East and yet still invariably refuse to have anything to do with it.

Even those who do participate in such deals tend to approach the arrangement as something of a necessary evil rather than one to be positively encouraged and in this respect their attitudes seem to be light years away from some of their toughest competition.

It has to be said at the outset that there are some substantial exceptions to the rule. There are now the classic examples of U.K. co-operation on Jumbo contracts, such as the Taylor Woodrow and Costain link-up in Dubai to extend Port Rashid to a £120m. contract, as well as on the £162m. dry dock complex.

Taylor Woodrow also has a partnership arrangement in Saudi Arabia while Costain, for example, through Costain Blankvoort is working with the Dubai Transport Company (Dubai Cobia) on the massive Jebel Ali Industrial city and port complex. Still in Jebel Ali, Balfour Beatty is working as part of an international consortium on the port development work, although the company is strangely reluctant to divulge any details of the project or let anyone see how work is progressing.

Problems do arise, however, as even the most successful joint venture operators will concede. One of the best European examples of a construction group that has grown rapidly in overseas markets, often through the use of joint venture projects, is the Stevin Group of Holland.

A civil engineering and dredging to housing, pipelines and roads group, Stevin was formed only seven years ago.

Once the project is underway, Stevin insists, then the team must not show any sign of its differing origins and must work as a single unit with allegiances, energy and effort all directed towards the job in hand. It may sound a little too much like textbook procedure but it is questionable whether many U.K. contractors would happily contemplate such a totally integrated management system on contracts where several companies can be involved.

Such is the size of many of the contracts now being let in the Middle East, however, that the team must not show any sign of its differing origins and must work as a single unit with allegiances, energy and effort all directed towards the job in hand. It may sound a little too much like textbook procedure but it is questionable whether many U.K. contractors would happily contemplate such a totally integrated management system on contracts where several companies can be involved.

Between them they are engaged on a £3bn. gulder fixed-price contract which forms part of another matter - that a joint time engineering projects ever planned.

Work on the twin-harbour site, which for the consortium involves the provision of a causeway and dredging and reclamation work, has been running for some time.

Waiting to discharge which could take between 30 and 50 days.

In a recent study, shipping consultant H. P. Drewry estimated that some 1,500 ships totalling 21m. dwt were tied up in congested ports, many of them in the Middle East. But the overall view was that Middle East ports would be congestion-free within the next year or two and that the spectre of congestion would shift to the poorer Third World ports.

Indeed construction of new ports and transformation of ancient ones, built originally for dhows, to enable them to handle today's modern cargo vessels, is an integral part of the Middle East development programme.

Against this background it was inevitable that the accelerating volume of imported materials, plant and machinery would lead to widespread congestion with goods piling up on quays and queues of ships waiting to discharge.

To some extent the congestion favoured shipowners who were often happy to receive demurrage charges for vessels which, because of the downturn in world trade, might otherwise have been laid up. With every one along the line able to cover themselves by levying congestion charges, the real losers were the Middle East states themselves.

This was soon realised and crash programmes to reduce the congestion were introduced. For the most part they have proved very successful, although in some ports the situation has worsened over the past year. Prime examples of successful attacks on congestion are Jeddah (Saudi Arabia) and Kharramshahr (Iran) where average waiting times of 150 and 200 days respectively in March 1976 have been virtually eliminated. The other side of the coin is represented by Dubai and Kuwait both of which have about 90 vessels

waiting up to six months late, not because of any problems concerning co-operation but because of early ground difficulties, but the team is catching up and the first berths should be ready by March of next year.

Stevin, as part of the Harbour Consortium, also has work to the south at the West Port development in Dammam and at Al Khobar, as well as work on its own in the United Arab Emirates. Apart from dredging and reclamation work in the Emirates, notably the Umm al Qawain creek development but also in Sharjah and Ajman, Stevin has its own quarry in Ras al Khaimah, with some 40m-50m. tonnes of rock available for use on its contracts throughout the Gulf. Extraction began in April last year and the stone is principally being shipped by barge to the Jubail and West Port harbour projects in loads of up to 18,000 tonnes a time.

But although Stevin is outwardly confident about working in the type of joint venture operations it currently has underway, its management team does concede that there are potential problems of philosophy and management style. The important thing, they say, is for these differences to be identified at the outset and to be overcome before the management team actually begins work.

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Some contractors do go it alone on large contracts representing themselves a large proportion of their total turnover. Marples Ridgway, for example, is now tackling a £50m. road contract in southern Iran and its success will be fundamental to the company's future.

It is an open secret that Marples first attempted to join forces with other contractors in an attempt to spread the significant risks involved, but there were no takers. Undaunted, the company went ahead on its own in the belief that the going would be tough but that if it could complete the road contract then its experience would stand it in good stead for almost anything else that came along.

Some have said that the decision was just a little too risky and that the gamble was too risky. Marples, however, has confronted on the contract, is confident of the outcome and actively looking for work to follow on after the road's completion.

Choice

But if the choice is between "going it alone" and "possibly risking everything or finding a partner," on the understanding that their association is temporary and may not be repeated, most contractors will either leave the work alone or go for joint ventures.

The simplest joint venture arrangements arise when two or more companies, in an increasing number of cases from different countries, make a joint bid for work. When two world is fairly comparable partners are involved, usually acts as the managing partner and if greater numbers and success.

It is with this in mind, most local partnership, struck, though not necessarily on the basis of 50-50 per cent participation in actual work. Contacts are all-inclusive, in a market where a range of skills on sale contractors and professional teams drawn from all over the world is fairly comparable. The difference between it and the extra edge that one partner brings to the bidding function.

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Range of problems posed by labour

SHORTAGES of labour are a major constraint throughout the Middle East, particularly in the rich in capital population. Qualifications, semi-skilled workers are all part of the expansion.

The situation is not always that black, and indeed most respectable contractors understand that it is in their best interests to maintain a reasonably happy and stable force of immigrant labour. It is certainly true to suggest, however, that the bigger the mix of nationalities on any one job, the more problems the employer can expect to face.

His considerations have to extend to take account of such differences as language, religion, working habits and diet and his skill at accommodating the diverse needs and peculiarities of his workforce will play a major part in his overall success.

To-day, most contractors employ reputable agents in locations where labour is readily available, such as India and Pakistan. The men are selected and flown out on one-or-two-year contracts, although it is not until they arrive that the full extent—or lack—of their skills becomes determinable. Many are found not to possess the training claimed, but contractors will more often than not downgrade them and keep them employed.

The trend is to establish labour camps close to the construction site and to provide workers with all the necessary basic amenities. Indeed, it is a condition of most contracts in the Middle East that the workforce is recruited outside the country in question and that the contractor takes full responsibility for their welfare while they remain.

This usually extends to the provision of quarters, invariably an air conditioned unit shared by several others, canteen facilities—invariably a case of curry for breakfast, lunch and tea—and medical services. Contractors have begun to experience difficulties in keeping some of the labour recruited in this way.

Aware that, having acquired some training and experience, their value may have risen significantly, some workers have attempted to get home so that they can obtain fresh employment for themselves in the Middle East at better rates. The favourite trick, according to some contractors, has been the telegram from home outlining the details of some domestic tragedy and calling for the man's immediate repatriation. The discovery that most of these exercises were pre-arranged has made contractors a great deal more wary and more often than not incidents of this type are now checked out before any employee is released.

A contractor's manpower problems are by no means confined to the labour recruited in this way.

those which the labourer has left behind. They may also summarily decide to reduce his wages because of his work rate, although he may well still be paying percentage of his regular income to the man who recruited him at home.

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fixed, however, to his labourers. The recruitment and maintenance of a top class management team can prove equally difficult and while at least the organisation of block work permits and charter flights from Karachi may not be necessary, there remain equally time-consuming and tricky problems to surmount.

For the expatriate team, there may not be the problems of religion or diet, but their organisation and settlement can represent a major challenge to a company which, on its home ground, has rarely had to consider itself responsible for every aspect of the employee's day-to-day life.

Attraction

There can be little doubt that the major attraction of the Middle East to the expatriate worker is quite simply the money. Salaries can be two or even three times higher than might be the case at home, providing any work was available, and in most countries earnings are tax-free. The chance to work in the Middle East, therefore, represents a chance to accumulate a level of funds which is rarely possible at home.

It is only fair to add, however, that most expatriates would point out that while money is a big attraction, the demanding nature of some of the contracts now in hand and the additional responsibility which team members can expect to take on also provide good reasons for heading for the Middle East.

Money apart, standards set by most European contractors for their management team are surprisingly high, considering some of the locations in question. Most companies provide camps for bachelors and families and, sites, invariably offer a range of amenities, from schools, shops and clubs to swimming pools, that satisfy most employees. Leave arrangements, with flights paid home, are also generally good.

For the employer there will be few problems in recruiting people from home if he ranks among the larger contracting operations. He will have the talent to draw upon and usually a fairly long list of people willing to have a go in a new country. One potential problem the employer must bear in mind, however, is maintaining a flexible enough system to enable the reintroduction of his overseas management men if and when this becomes necessary.

For the small operator, however, immediate difficulties can arise when he attempts to find the skilled and experienced people required to service an overseas contract. He may well be forced to recruit from outside and here he can encounter problems.

With few internal resources to call upon, the smaller contractor may find himself hiring a virtually unknown quantity just when he needs to be able to depend on people of the highest ability, personnel able to cope with a new and demanding physical and business environment, to handle jobs larger than his company has been used to

and to remain sensitive to local cultures and customs.

Several medium to small sized contracting operations in the U.K. have reported difficulties in this respect and have invariably reverted to relying on their own, relatively inexperienced, people, rather than trust the fate of their company to outsiders.

One problem in selecting managers is to weigh age and experience against youth and enthusiasm. Clients in the Middle East usually respect age, but the older man may find it much harder to adapt to the new conditions he must expect to confront. Many contractors have settled for a blend of both.

On a wider issue, the general flow of labour throughout the Middle East, wherever it originates, is significant to the region's economic growth and change but it has not to date been evaluated in detail. Now, however, the International Labour Office has commissioned the International Migration Project which will assess patterns of labour migration in the Middle East and project them to 1990.

The project will examine demand and supply of labour, country by country and on varying educational levels. Predictions about the balance of labour supply and demand will then be made and developers will hopefully be able to allow for constraints imposed by a lack of skilled or unskilled workers. At the same time, the labour flow into and out of each country will be predicted and sources of necessary labour within the region will be easily identified.

Assessment

A preliminary assessment has already shown that limited supplies of unskilled labour, apart from the better known shortages of skilled manpower, began to inhibit development as long ago as 1963. Already many of the shortcomings and limited numbers of local labour have, as previously mentioned, been partially overcome by the immigration of Asians.

Patterns of movement within the Middle East are evolving. Turks have begun migrating to Libya while there are plans to help Moroccans to move to Saudi Arabia. There are also signs that all levels of Egyptian and Sudanese workers are migrating, giving rise to official concern in these countries.

Apart from the dangers of a drain in indigenous manpower resources, the question of political risks involved in drafting in large numbers of immigrants, often underprivileged workers is now being considered. Social inequalities can be a breeding ground for discontent and the ability and desire of the host nations to assimilate foreigners could play an important part in determining whether the large-scale influx of outsiders, necessary if the Middle East boom is to continue, will prove a manageable or an intractable problem.

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Congestion

CONTINUED FROM PREVIOUS PAGE

in the Gulf from Japan and palletised cargo from the larger ship is loaded into the smaller ro-ro vessels using the conventional ships gear. When her full cargo has been taken on board, Hokuto Maru moves to the berth and the cargo is transferred to the Line's storage areas using either fork lifts or trucks.

Huge trucks are also used by European hauliers who were quick to take advantage of the situation by opening up overland routes to the Middle East, thereby bypassing the congested ports.

Combination

But a combination of long journey times and small vehicle loads—a road vehicle can transport only about 120 to 150 tons of cargo a year—will almost certainly ensure that these long hauls decline as congestion continues. There is in fact already a discernible trend away from the long overland runs and towards integrated services with the swift growth of container ro-ro operators—that is, transporting cargo inland from the Middle East ports.

Air freight to the area has also received a fillip from port congestion. But while it continues to expand by about 15 per cent a year it seems unlikely to attract more than just the smaller more valuable and/or

urgently needed cargoes, especially once congestion is eliminated.

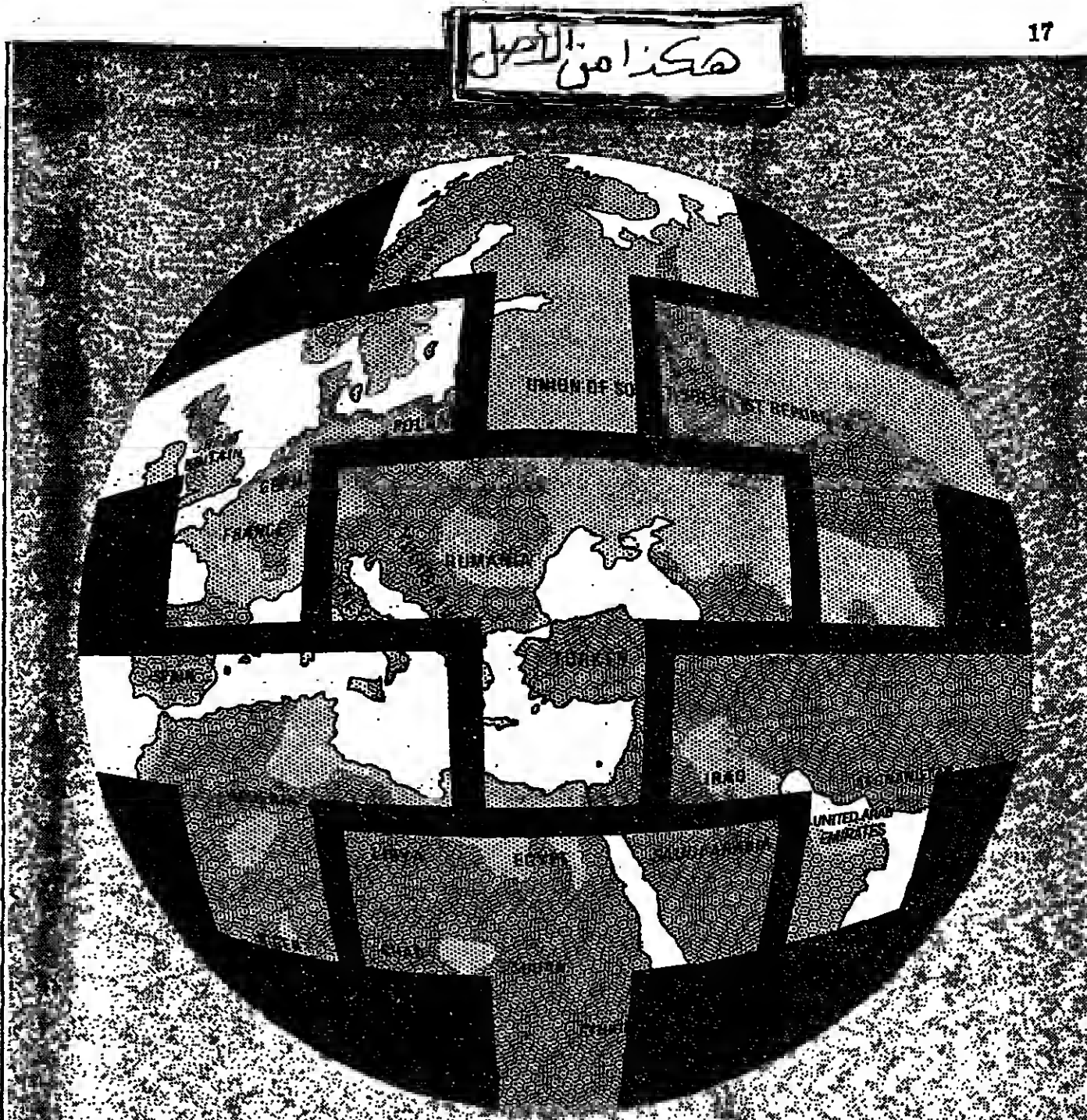
All the indications are that the Middle East is steadily moving from a period of insufficient port facilities, and therefore widespread congestion, to one where there may well be too many facilities.

Ambitious plans to provide additional berths are already well advanced and these are certain to eliminate congestion as they come on stream. They include provisions of 27 extra berths at Jeddah, 18 new piers at Damman (making 37 in all), nine more berths at Yanbo and the development of several smaller ports.

Ro-ro, air freight and overland haulage operators are all likely to feel the pinch as a result of the anticipated continued swing to fully cellular containerships and back to conventional cargo ships as these new facilities are completed.

There are signs, however, that the swift growth of container services between Europe and the Middle East may result in an imbalance between the container and break bulk handling facilities and that some conventional berths now under construction may be obsolete before they are completed.

Roy Rogers

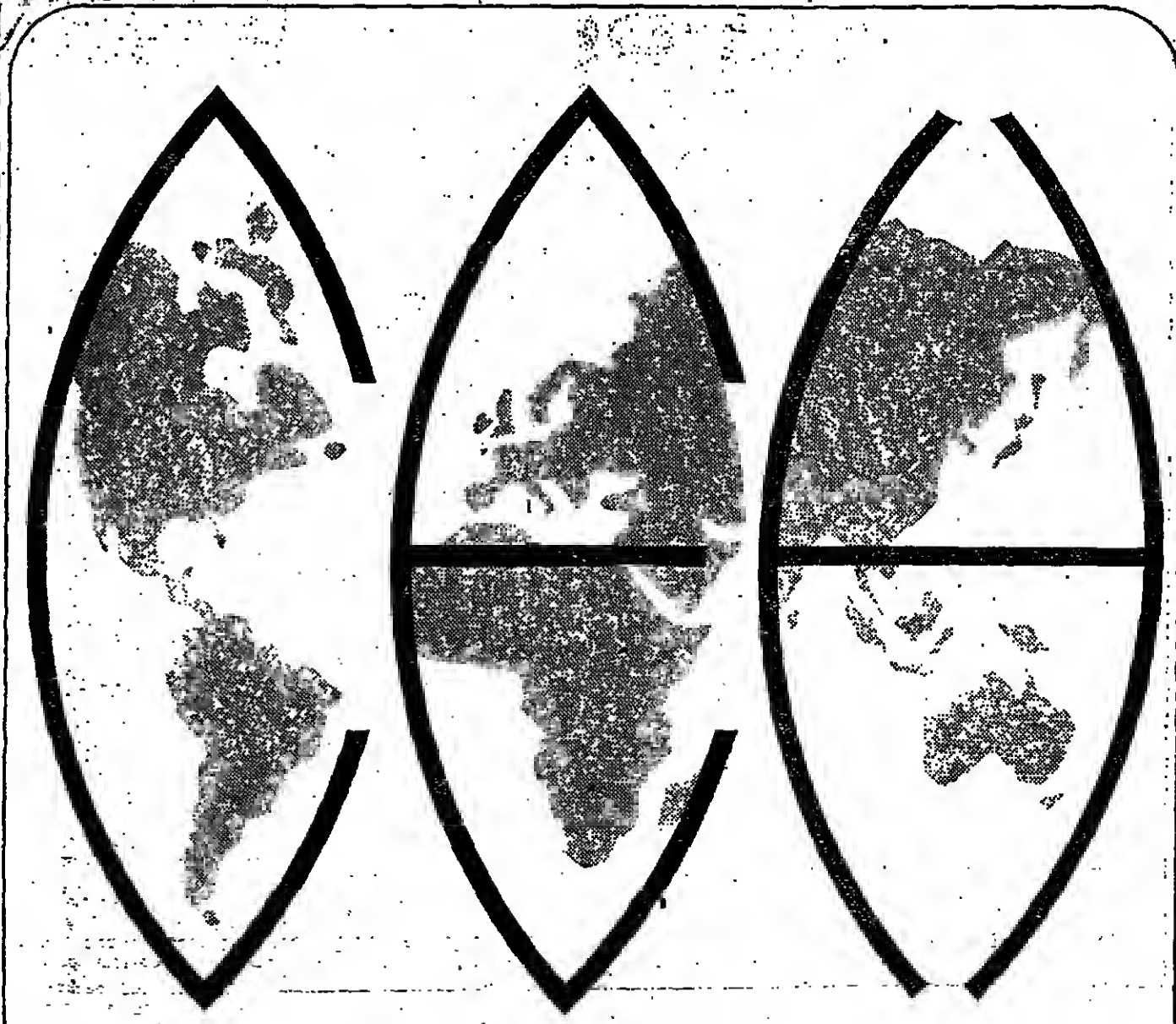


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South Korea's answer to its oil bills

South Korea's answer to its oil bills is a dramatic increase in exports to the area as well. As a result, Seoul now looks cautiously forward to earning \$1.7bn. The three-year project, on exports to the Middle East this year to pay for \$1.7bn worth of oil it will import. It is a feat which looks all the more impressive since few other countries which depend almost entirely on the Middle East for energy have managed to pay their oil bills fully with increased exports to oil producers since the oil crisis.

For South Korea, the boom is not yet over. In 1973 exports to the Middle East amounted to only \$50m. By last year, they had risen to \$900m and rising. It will not be easy to reach the \$1.7bn target this year, but Korea can still rely on the massive construction contracts of 1976 to pull in sizeable orders for materials and equipment. Certainly, that is the experience of the past two years.

Contracts

Between 1972 and 1975, Korean construction companies went from zero to \$863m-worth of contracts in the Middle East. For the first three-quarters of them in Saudi Arabia. At the end of that period, some 6,500 Koreans were working on Middle East projects to build housing, port facilities and the like. And commodity exports to the region rose to nearly \$450m. In 1975, before doubling again last year. Most, but not all, of the increase in exports is directly attributed to construction contracts, although a large component of advanced equipment on construction projects was supplied from elsewhere, notably Europe.

In 1976 the economics of Korea's construction business in the Middle East changed dramatically. Led by Hyundai's billion-dollar contract to mastermind and build the port of Jubail in Saudi Arabia, Korean companies secured \$2.4bn. In construction contracts in a single year, that is triple the amount in the three previous years combined.

Saudi Arabia, for its part, continued to take an even larger portion of Korean construction bids in the Middle East, accounting for a little over \$2.1bn. In 1976. Still, in 1976 the Saudis were only taking 40 per cent of Korea's exports to the region (and 70 per cent of Korean workers in the Middle East). So the mushrooming of contracts last year is bound to lead to a massive increase in exports to Saudi Arabia (\$362.5m. last year) which could then push total exports to the region near to the target.

Statistics for the first quarter of 1977 show that the boom was still under steam. Construction contracts for the first three months were reckoned at \$825m, or faster than the quarterly average in 1976. A further 6,500 jobs were created for Korean workers, who totalled 34,250 at the end of March. And there is evidence that exports were running at about twice the year-ago level.

Of course, there have been bottlenecks and other problems for Korean companies operating in the Middle East. Pay differentials between Korean and European construction companies led, in March, to serious unrest at the Bij Jubail port construction site where Korean workers were protesting harsh working conditions and wages as much as 40 per cent below those paid on other sites by European employers. Responding quickly to the unrest, Seoul announced that it would enforce equitable wages for all Korean employees in the Middle East by introducing what the Government's Labour Affairs Office calls a "standard wage contract" system. Under the system, overseas contractors must now submit details concerning pay, working conditions for their branch of the group's new Korean personnel before clinching a contract. In cases where the conditions are seen to fall well as plant exports, and the Seoul director of both, Mr. Chung reserves the right to withdraw In-Yung, hopes to proceed into permission for the company to both sectors in tandem, with build overseas. The new system plant exports feeding back

is expected to iron out differences between Korean employers (which can be substantial), but there will still be a gap between them, on one hand, and European construction groups on the other.

Bottlenecks

A further bottleneck in securing construction contracts will be the difficulty of finding cheap but advanced capital equipment. Until now, the firms have concentrated mainly on roads and housing contracts which require very little "value added" in the form of plant, but it is clear that profits will be much larger in full-scale plant exports of the sort Japan has concentrated on in the Middle East. (Last year, for instance, Japan's worldwide overseas construction contracts amounted to only \$1.1bn, less than half Korea's contracts in the Middle East alone. On the other hand, Japan's plant exports were \$8bn. last year, up a third on 1975.)

Korean suppliers are limited in the range of equipment they can offer along with their construction services, but the range is expanding steadily. There is already one cement factory on order, and it would Saudi Arabia said that it would place orders for three petrochemical plants with Korea before 1980. Korean companies were scouting Middle East markets for other turnkey orders for relatively simple plant exports, although they do not expect any real boom for another year or two, not least because most of the big companies are already overbooked with orders for construction work. But at Hyundai, for instance, the conglomerate is in charge of the group's new advanced machinery division as well as plant exports, and the Seoul director of both, Mr. Chung hopes to proceed into permission for the company to both sectors in tandem, with build overseas. The new system plant exports feeding back

profits into building more advanced machinery. Meantime, Hyundai Construction is counting on Hyundai Shipbuilding and Engineering to do much of the supply work connected with its major Middle East construction contracts and the orders (principally for offshore structures) have been a welcome respite from the downturn in ship orders in the last year.

Other big Korean conglomerates are getting into the Middle East construction game much later, because until now the construction firms have held sway. But in the course of 1977 most of the big industrial groups without construction interests will have acquired some. The Lucky Group, for instance, is starting from scratch with its Lucky Development Company. Sunkung Group and ICC Corporation, two general trading firms, are shopping around for small construction companies, and the biggest industrial giant, Samsung Group, recently took over the Tongil Construction Company. (Samsung is also actively moving into plant export through its Samsung Heavy Industries Company.)

For now, there are few doubts that Middle East construction will continue to be the mainstay of Korea's presence in that region, but there has been a spin-off from the boom in other industrial ventures outside the construction sector but also in the Middle East. Notable among these is the recent decision to build a silk plant at Dammam in Saudi Arabia, a venture between Youngnam Silk Industry (which is putting up \$10m.) and the local Al Jahouh Trading Company (\$7m.). Korean exports will especially benefit from the venture's long-term plans to import about \$10m. annually worth of raw silk to be processed in the factory.

Douglas Ramsey

TOTAL EXPENDITURE FOR CONSTRUCTION IN MAJOR MIDDLE EAST AREAS (\$m.)

	1975	1976	1981 (forecast)*	% change 1976-81	1976 per caput (\$)
Iran	7,560	6,300	8,100	28.6	183
Gulf†	2,160	2,100	1,800	-14.3	807
Saudi Arabia	6,930	7,480	6,000	-18.9	1,088
Iraq	3,400	2,750	3,800	38.2	243
Syria, Jordan, Lebanon‡	(1,250)	(1,300)	1,900	(46.2)	144
Egypt	2,000	1,850	2,700	45.9	47
Libya	1,800	1,700	1,900	11.8	654
TOTALS	24,200	23,400	26,200	12.0	220

* In 1976 prices, disregarding inflation. † Kuwait, Bahrain, Qatar, UAE, Oman. ‡ Lebanon 1981 only. § Including military projects, but not the cost of land or planning fees.

Source: Plantacon (Overseas) Research, London.

Plant

CONTINUED FROM PREVIOUS PAGE

been focused less on marketing than on the basic economics of projects. It is significant that the NGL plants will be Government-owned and will not involve foreign partners. Everyone is very much aware that in the past most of the concessionaire-owned and operated heavy industries in the Arabian Peninsula beyond the stage of simple crude oil production have been financially disastrous. These include the Shuaiba refinery in Kuwait (which experienced severe technical problems and was cut off from its markets shortly before it began production by the closure of the Suez Canal in 1967), the Qatar fertiliser plant (hit by technical problems necessitating long closures in its early stages), the Kuwait fertiliser plant (afflicted by marketing problems and the world surplus of the late 1960s and early 1970s) and the Saudi fertiliser plant (technical problems, which have so far prevented it from operating at more than 55 per cent of capacity).

It is the memory of these problems which has prompted Saudi Arabia and Qatar, in particular, to undertake future projects in joint ventures with foreign companies. This is to give the contractor/project manager/maker as much of a vested interest as possible in the success of the project—even though the experiences of the Kuwaiti and Qatari fertiliser plants both of which involved foreign partners (BP and Gulf Oil in Kuwait and Norsk Hydro in Qatar) show that this is not an infallible formula for success.

Foreign partners involved in

current Qatari projects are Kobe steel, Norsk Hydro (in the second fertiliser plant) and C&F Chemie (in the petrochemical plant). In Saudi Arabia proposed partners are Shell, Mobil, Exxon, Dow and Mitsubishi for petrochemical plants, Shell and Mobil for refineries and Korf-Stahl for the steel mill.

Advantages

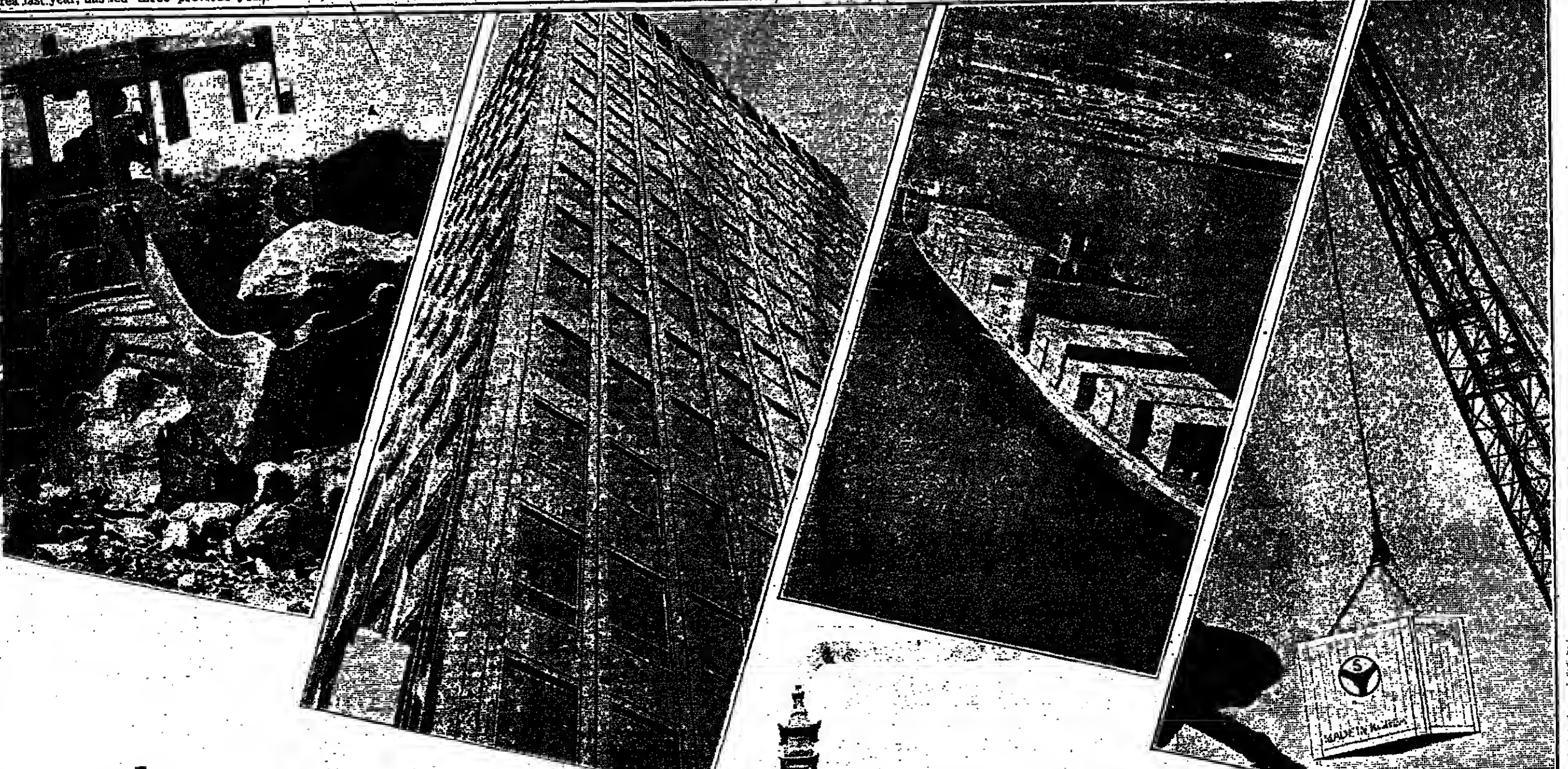
For the joint venture companies which will own these industries there are certain economic advantages in operating in Arabia. They can anticipate cheap loans, nominal land rents in the new industrial towns, tax holidays (or complete freedom from tax), and, above all, cheap gas as fuel or feedstock. (In Saudi Arabia the cost of gas for the proposed new industries has not yet been fixed, the agreement being that when each plant comes on stream a price will be calculated which will give the owners a profit of 15 per cent a year on their equity capital, a rate of return which the Saudi government now regards as being the standard for all industrial enterprises. This formula may, of course, involve an industrial venture getting its gas free—as the fertiliser plant does at present.

Depending on whether or not market prices are charged, water and electrical power may be either more or less expensive in Arabia than they would be in established industrial areas, but there are some features of operating in Arabia which are definitely advantageous. These are the 20 to

40 per cent. higher capital investment required, the higher labour costs (with savings in social security contributions and salaries at certain levels being offset by the need to pay for bigger fringe benefits and a bigger labour force), the lack of a skilled local labour force with any significant experience, the greater possibility of breakdowns inherent in the severe environment of the Arabian Peninsula (the problems of the Saudi fertiliser plant, for instance, stemmed from brackish water causing severe corrosion in the cooling system), the need to operate additional special processes such as the refrigeration of coolants, and the difficulties of repairing breakdowns quickly in a non-technological society where expertise and spares are not close at hand.

Above all there are the high rates of inflation which are an integral part of fast development. Because trade is conducted almost exclusively in dollars in the Arabian Peninsula, a high rate of inflation internally does not tend to depress the parity of the local currency and so increase the competitiveness of locally produced goods in both the domestic and export markets. This may mean that in a short space of time—between a decision being taken to go ahead with a project and a plant coming on stream—inflation may make the output of a new export-oriented industry uncompetitive with domestically produced goods in the countries to which the plant is selling.

Michael Field



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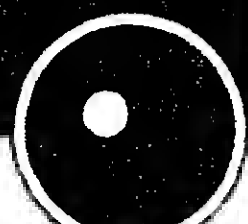
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certainly extends to many parts on "established" contractors
of the Middle East, where the and their tenders. It is under
U.K. contractor and engineer conditions like these that the
is respected as an operator with arrival of highly competitive
strong professional and business newcomers—witness the South
ethics, who is trustworthy, reliable and usually competitive. Koreans—can expect to do well.

It is as much the prevailing attitudes and traditions within client nations as any actual physical and geographical differences which make the Middle East market a series of widely diverging market places rather than a comprehensive whole and each of them has to be treated differently by the company seeking work in them.

Construction is no exception and there are good reasons why British contractors' experiences have varied enormously throughout the area, why some countries offer considerable volumes of work to them and why others prove impossible or imprudent to penetrate.

In the United Arab Emirates, for example, a distinct and well-established approval for many British business techniques and standards, borne out of a long association with the U.K., has opened up the contracting market for British operations.

Again, competition is intense but the British have been doing well.

When the demand for construction work shot up almost overnight, most of the Emirates found themselves with small, inefficient building industries offering low standards of workmanship. They were weak in terms of self-organisation, particularly in the building side of the business, and were up the sort of stable client-contractor relationship which all the newcomers envy and wish to emulate for themselves.

There is, however, a danger in familiarity. One of the biggest potential pitfalls for any contractor well established in the region—British or otherwise—is his belief that his traditional ties will prove sufficient to generate ongoing business. The Middle East construction market is possibly more competitive now than it has ever been or will ever be again and there are already some notable cases of contractors having business, which they simply assumed to be theirs, swept away from under their noses by an aggressive newcomer.

It is a view often expounded by the largest contracting

operations in the Middle East that there is little room left for any operation which has not by now established good contacts, learnt the peculiarities of the individual markets in question and got some successful contracts behind him.

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Hospitable

For if the Emirates seem hospitable, Saudi can at times appear quite hostile. Earlier this year, the market place changed quite dramatically when Saudi rejected what it described as inflated bids by Western and Japanese companies for power projects and stated that it intended to show the country was not "easy meat" and that while companies were not expected to lose money they would have to adopt a fair attitude towards profit margins.

There has, without doubt, been some very high tendering with bids three or four times as high as consultants' estimates, but contractors are quick to point out that they are faced with fixed price contracts—as in most Middle East countries—and high inflation rates.

The Saudi's refusal to contemplate cost escalation clauses or even cost plus contracts has been sufficient to put many contractors off, and Saudi Arabia's contract conditions are generally accepted as harsh and restrictive.

Contracts do not contain any allowance for force majeure or even recognise the possibility that sometimes delays can be taken.

In Iran, a market which until now has not proved too easy for U.K. companies, Marples is made either for independent arbitration and disputes are normally referred to a grievance board which has a reputation for finding the foreigner at fault.

In addition, contractors also face the prospect of changes in specifications which Ministries can often make, without any recourse to compensation. Delays in progress payments are also fairly common and can cause severe operational problems for the contracting operation. Penalty payments and a wide range of bonds add to the potential problems.

It is certainly true that foreign contractors are now less daunted than they were a short while ago by the guarantees demanded by the Saudi Government, although the problem does still remain. The problems, it is important to stress, are not Saudi's alone but it is the sheer size of many of the contracts which have been or will be let which has magnified the difficulties.

But contracting, as the saying goes, is all about solving difficulties and while Saudi Arabia may be a market which has so far escaped U.K. contractors—a pity, as it represents the largest and potentially best source of business for years to come—they have proved far more successful elsewhere.

To compile a list of the contracts which British builders and civil engineers are currently working on or chasing in the region would, on their own, fill and Ja Dubai is operating a survey, but a resume of some of the work being done by the largest and most successful

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In addition, contractors also face the prospect of changes in specifications which Ministries can often make, without any recourse to compensation. Delays in progress payments are also fairly common and can cause severe operational problems for the contracting operation. Penalty payments and a wide range of bonds add to the potential problems.

It is certainly true that foreign contractors are now less daunted than they were a short while ago by the guarantees demanded by the Saudi Government, although the problem does still remain. The problems, it is important to stress, are not Saudi's alone but it is the sheer size of many of the contracts which have been or will be let which has magnified the difficulties.

But contracting, as the saying goes, is all about solving difficulties and while Saudi Arabia may be a market which has so far escaped U.K. contractors—a pity, as it represents the largest and potentially best source of business for years to come—they have proved far more successful elsewhere.

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**U.K. Government takes
an interest**

THE GESTATION period may have been unforgettably long, but there is now sufficient evidence available to suggest that the U.K. Government is taking the construction industry's export drive—particularly in the Middle East—much more seriously.

Ministers used to urging machine tool companies and car companies to sell more aggressively overseas have woken up to the fact that the foreign earnings potential of British builders and civil engineers—even excluding the professionals and their "invisible" contributions—is huge and that their efforts abroad are worthy of considerable support.

It may, the cynics will say, simply be a case of Government being unable to overturn the depressing state of affairs in the domestic construction market, largely brought about by their own public expenditure decisions, and deciding to place full emphasis on whatever is left for them to promote, namely overseas work.

But whatever the reason, the overseas activities of U.K. contractors seem no longer just a matter for individual enterprise but more a focus for some sort of national effort. It is a trend which is surely long overdue but one which now appears to be catching on fast.

It has been a long standing, though not always fair, criticism that U.K. Governments of all colours have generally been far less prepared to assist in the overseas efforts of construction companies than many of their counterparts. The need for an appreciation of their contribution and for a more centralised exporting effort is something for which the industry itself has regularly pressed but which, until recently, has met with little response.

Now Government has begun to pursue a more active role in the search for overseas contracts, even to the extent of the National Enterprise Board joining in consortium with contractors to bid for work.

Further and continuing involvement by the NEB may help to ease one of the major inhibitive problems facing U.K. contractors seeking business in the Middle East in particular. Compared with many of the European competitors, as well as those from further afield from places like Japan, British contractors face substantial problems in obtaining from their banks the necessary guarantees which are invariably treated as part of their total line of credit.

In West Germany and Japan, for example, ownership of industry and banking tend to interlock much more and companies or groups bidding for

sources of finance respond much more readily to the challenge, while in France the predominantly state-owned banks react more predictably to official directives concerning assistance.

There is no suggestion that NEB participation in schemes, broadening the capital base of consortia who are exposing themselves to large contingent liabilities, is in itself an answer to the industry's difficulties but the NEB's emergence as a participant in joint ventures abroad is indicative of the new wave of thinking.

Though not exclusively aimed at construction companies, the new arrangements for the treatment of employees living in the U.K. and working abroad provide another indication of the importance now being attached to the country's overseas selling efforts and were as much a result of heavy lobbying from the contracting and professional sectors as from any other. Contractors have consistently pointed out the enormous differences in tax status between many of their own employees and those of many of their competitors and that recruitment for them has often proved difficult because of the prohibitive tax situation.

Exemption

At present, exemption from U.K. tax rates only applies if an employee's earnings are from a separate employment, the duties of which are wholly performed abroad, and he is absent from the U.K. for a continuous 365 days a year or more. There is a 25 per cent. deduction if he is absent for a shorter period.

From this year, however, a person may qualify for the deduction whether the overseas work is performed under a separate employment or as part of the duties of an employment which are also carried out at home.

An employee working abroad for a continuous 365 days or more will be exempt of tax while someone who works abroad for a total of 30 days or more in a tax year, whether continuously or in aggregate, will be entitled to a deduction of 25 per cent. from the earnings before tax rates apply. There will also be more generous treatment of expenses incurred in travelling between the U.K. and overseas employment.

While on the subject of direct financial incentives, the Overseas Project Group is continuing to develop the use of its special fund, from which it will contribute up to 50 per cent. of the precontractual expenses of companies or groups bidding for

large contracts. The OPG also helps in locating agents and representatives. The OPG itself represents a system of contractors seeking official support. Funds for this type of help are, however, fairly limited and are one of several Government-sponsored organisations which have been available to help promote overseas business. The OPG forms part of the British Overseas Trade Board, which is comprised of business men as well as representatives of several Government departments. The Board offers a wide range of exporting services, from providing market assessments to information on tariffs and import regulations. It will business overseas is the

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Consultants make an impression

IR efforts might many potential pitfalls which the newcomer has to confront in overseas contracts by U.K. consultants have been country's recent.

As a recent guide to consulting engineers considering work abroad pointed out, the requirements of the international market for consulting engineering services must first be fully understood. To assume that they were merely an extension of the U.K. demand or that U.K. methods of operating need only need adjustment for local conditions is quite wrong. The differences, it stated, between the U.K. and international requirements were far more pronounced than many imagined.

It continued: "Apart from a knowledge of the bi-lateral and multi-lateral loan and aid agreements and conditions, there are many different facets to be appreciated. Competition exists. Competition of a rough and sometimes none too ethical nature not experienced in the U.K."

Ethics

"Not only do competitors from other countries openly sell their services in a manner foreign to the ethics and standards of the British consulting engineer, but it is almost impossible to know the extent to which others are being sponsored. Help can and does range from direct Government assistance to any cause, either of a monetary, political or diplomatic nature. It is nothing new personal pressure and in some cases U.K. practices were slow to realise this.

The consultant must also expect to be confronted with occasional problems over payment. A client can examine plans and specifications but make clear his resistance to the idea of paying simply for several pieces of paper. Alternatively, there may be a change of government between award and completion of the commission, the new administration having completely differing views about honouring its predecessor's obligations.

As the same guide, "Consulting Overseas," made the point that "Much more emphasis must be placed on the personal compatibility of the consultant with the client than in the U.K." A five second lapse in this direction, albeit unintentional, can wreck years of work establishing good relationships. Selection of the correct level of technology is also important. There must, on the part of the consultant, be due regard to what already exists in the market in question and what must be added to produce the method of implementation which will best exploit the capital being invested. In the purely technological field, there are few things which set the Arab countries apart from the rest of the world in terms of problems confronting the engineer.

It is his job to set the scene to implement new projects, to mobilise other branches of the industry, contractors and suppliers, so that they can combine to ensure construction and completion. There are, however,

some operational factors which the engineer will find are not necessarily peculiar to the Middle East but certainly more commonplace.

A major factor, according to a U.K. consultant taking part in a recent conference in Bahrain, is time—or rather lack of it. There is a tremendous urgency attached to almost every project now under way in the Middle East, with a high element of competition between different countries within the region to be first to complete building programmes. The consultant may accordingly have to do a lot of arm-twisting to cut his times, and those of the contractor. This urgency is not, however, always seen to be related to an early commercial return on invested capital but it is just as likely to be the result of an overriding desire to complete social and prestige projects before one's neighbours.

This urgency, as the consultant pointed out, can sometimes conflict with the professional caution of the consulting engineer who can sometimes be cast in the role of a stubborn mule when he is in fact merely trying to protect the interests of his client.

Another situation which consultants may encounter is one of conflict between two requirements of their Arab clients. Under certain circumstances, the client makes it clear that he is employing foreign consultants because he wishes his works programme to incorpo-

rate the latest in thinking and techniques but at the same time he is anxious to ensure that his local resources and contractors are fully utilised.

While the client may well appreciate that neither he nor his local builder has the necessary expertise to carry out work on his own, he will still expect the consultant to marshal local resources and adapt their abilities to meet the required levels of expertise.

Process

This process puts the consultants in a completely different role to the one which he usually plays. Normally he expects to supervise the quality and cost accounting of a project on behalf of his client, relying on the contractor to contribute his own skills and experience in both building and project management. In addition, when the engineer is also directing the local contractor on how to do the job, the question of liability for an inferior end result can be very confused. So, in a nutshell, the consulting engineer has to learn to compromise. On the one hand he has to respect the wishes of his client to have the best that his money will buy while, on the other, he must learn to adapt his design to local resources and to meet the capabilities of indigenous skills.

The consultant can also find himself on sticky ground when it comes to the matter of recommending acceptance of tenders. The problem is essentially a conflict of what is best and what is cheapest and the Arab client usually, though not exclusively, believes that the cheapest is best.

If the consultant, on the other hand, does not agree that the work should go to the lowest tenderer then he may confront serious problems in attempting to convince his client that his advice should be heeded.

Life for the consulting engineer is not all problems. His status is generally very high throughout the region and whether he is providing a full service including detailed design and working drawings or merely offering a conceptual design and outlining the parameters of the project, his opinions and decisions are valued.

According to one British consultant: "If things go wrong sometimes it is usually because the system is overloaded by the abnormally high level of activity which is now going on in the region. It can also be due to a failure in communication between the client and his consultant and the consultant is probably responsible for much of the blame; he has not done his research on his client thoroughly enough and he has not made sufficient effort to make himself and his position properly understood."

As far as the promotion of U.K. consultancy services is concerned, the British Consultants' Bureau has recently become a focal point for their efforts. The Bureau, formed in 1965, has 200 of the largest consultancy firms in the country as members and provides extensive support and advice for consultants, large and small seeking or undertaking work overseas.

The Bureau is aware that despite the foreign successes of U.K. consultancies, there remain plenty of business opportunities and the current success rate, in terms of commissions, could be increased still further if the effort was better organised at home. The message from the Bureau is one of combining together and attack outwards in order to ensure that the British army of consultants, one of the nation's most impressive "invisible" earners, was more of the tough business battles overseas.

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Interest

CONTINUED FROM PREVIOUS PAGE

Credits Guarantee Department set up to assist exporters of goods and services. ECGD insures them against the risk of not being paid, whether through the default of the buyer or other causes and also provides 100% conditional guarantees of 100% cent. repayment to the banks. On this security, banks will offer finance to exporters at favourable interest rates.

The department also insures new investment abroad against risks such as war and now provides protection against at least part of the increase in U.K. costs for large capital goods contracts with long manufacturing periods. In addition, it supports performance bond requirements on major contracts and provides protection from loss caused by insolvency of a member of a consortium working abroad.

Estimates

The ECGD's business has been rising sharply and it estimates that the value of exports insured by it is now running at an annual rate of about £12bn. against a total of just over £8bn. in 1975-76. ECGD underwriters are now handling over 3,000 credit applications a week.

A major development for the construction industries was the formation two years ago of the Construction Exports Advisory Board, which draws its secretariat from both the Department of the Environment and the Department of Trade. Its terms of reference are the selection of single companies or groups of companies to pursue particular overseas construction projects and to advise Government on ways of harnessing additional resources in the industry and associated professions into the export market.

The Board's primary function will be to provide advice and recommendations to the Government on the best ways of tackling the problems which the existing structure in the con-

struction industry has been unable to resolve. There has been criticism that the establishment of the Board will have little real impact on the existing order of things but it believes that it is already making significant steps towards reducing the proliferation of sectional interests which have for so long been characteristic of the industry.

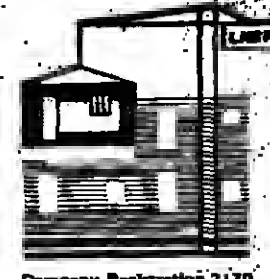
It has already established local points within the industry, towards which particular sectors can gravitate and which will, in turn, maintain liaison with the Board. To overcome the lack of co-ordination and co-operation within the industry has become one of its biggest tasks.

The role of the Board has been widely misinterpreted and it will not be actually assisting in the organisation of consortia although it could become involved in their efforts to win business when more than one group of companies is competing for a particular overseas contract. If, for example, a client nation wishes to include an element of U.K. participation in a major project and makes its wish known to the British Government, then the Board could find itself advising on the most suitable candidate for the job.

The Board is also busily looking at the overall market prospects for a better organised U.K. construction industry. It will examine not only the most lucrative markets but the most profitable areas of activity within those markets.

In addition, much of its attention will be turned on the network of commercial support and advisory services provided by the U.K.'s diplomatic corps around the world. Over 800 U.K.-based and locally engaged, full-time commercial officers are available to provide assistance and while the Board believes the level of support generally has been good it believes there is scope for further improvement.

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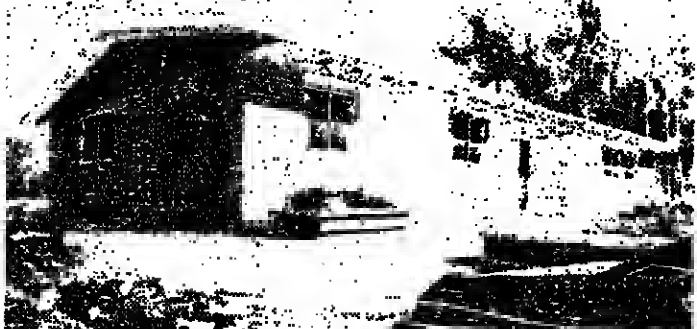
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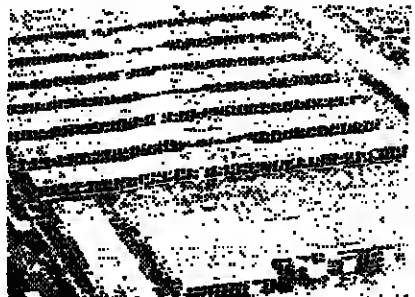
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Architects get their share

UNLIKE the consulting engineers, the architectural profession in Britain has traditionally been rather short of facts on how many of its members are working overseas and what kind of jobs they are working on. This gap has, however, at last been filled, with the recent publication by the Royal Institute of British Architects' Clients' Advisory Bureau of the first-ever International Directory of Architectural Practices.

It is therefore, at last, possible to quantify the involvement in Middle Eastern countries of British architects who, in the folklore of their profession, are believed to haunt the departure lounges of Heathrow Airport, queuing up for the chance to swap a lavish commission in the Middle East for the depressed construction industry at home. The facts are somewhat less dramatic. A glance at the new directory shows that, out of some 1,200 British based archi-

tectural and planning consultancies, large and small, which are listed as having overseas branches, formal associations with foreign firms of architects, or specialist experience relevant to working abroad, 160 are listed under the various countries of the Middle East—many of them, naturally, for more than one country. Therefore, of Britain's total potential for the export of architectural and planning skills, it would be fair to say that something like 13 per cent. is committed, to a greater or lesser extent, to the Middle Eastern market.

Table 1, which is based on information contained in the directory, gives the number of British firms at present or recently involved in each of the Middle Eastern countries. From this it emerges that, not surprisingly, the busiest and most attractive markets for British consultants are the petroleum giants of Iran, Saudi Arabia and the Gulf (particularly the United Arab Emirates) which, taken together, account for over half of the total number of British firms at work in the area.

(These same countries are also, of course, the areas of greatest competition for Britain from the consultants of other developed nations, from the U.S. to Japan.)

Less obvious at first sight, perhaps, is the comparatively high number of practices which the table shows as being involved in Iraq. Until relatively recently, Iraq was regarded as one of the more difficult prospects among the oil rich nations of the Middle East from the point of view of any large-scale involvement of Western consultants.

Historically, there were three main reasons for this: the long drawn-out Kurdish war; inter-governmental disputes, for example, over the nationalisation of the Iraq Petroleum Company; and Iraq's traditional dependence on aid and technology from the Communist bloc.

By 1975, however, the war had ended and the disputes between settled and Iraq was not only opening the doors towards economic and technical co-operation with Western countries, but specifically expressing eagerness for British involvement. Clearly, on the British side too, interest has now developed and there is no major Middle Eastern or North African country without a firmly-based British architectural presence.

Strengths

One of the strengths of British firms is their experience, earned in the creation of the British welfare state, of building social infrastructures. So, they have been called on for new towns (for example in Iran, by Llewellyn-Davies Weeks Forester-Walker and Box); hospitals (for example in Iran and Saudi Arabia, by Llewellyn-Davies Weeks again, and Egypt, by the Percy Thomas Partnership); transport complexes (for example the Teheran Bus Station, by Building Design Partnership); and educational buildings. Among the latter are the new University of Libya (James Cubitt and Partners) and the Elbn. University of Riyadh being built for 21,000 students in the Saudi Arabian desert and believed to be the largest single building project in the world (architects, the Collins Melvin Ward Partnership as part of an Anglo-American consortium).

Commerce, too, is growing: George Trow Dunn Beckles Wilson Bowles of Richmond, for example, are designing a supermarket and a bank in the United Arab Emirates, the main cities of which owe much of their modern form to a handful of British firms, among them John R. Harris (National Bank of Dubai and Dubai International Trade Centre). Page out as a private manager for the former ruler, it has now been nationalised, and Scott

Brownrigg and Turner (Abu Dhabi Trade Centre).

It would, however, be quite wrong to leave the impression that only the bigger firms have any chance. Quite apart from the fact that not all the larger practices want to keep fully geared up with staff, when working on an overseas job, but prefer to subcontract out large chunks of design work to small firms whose staff may never leave England, architectural competitions offer invaluable opportunities for modestly sized firms to break into the international arena.

John R. Harris, for example, have been busy in the Middle East for almost a quarter of a century, following their 1950s success in a competition for a hospital in Qatar. Again Trevor Dannatt and Partners, award winners in Britain but without previous overseas experience, broke into the Middle East by winning a competition for the Riyadh Conference Centre. More recently, Rothermel Cooke, a small London practice previously dependent largely on local authority housing rehabilitation jobs, won the immensely prestigious UAE Development Bank Hotel competition for Abu Dhabi, the final contract for which they have just signed.

Nor is it true that only the key infrastructural projects—hospitals, conference centres, hotels—are in demand. Recreation, for example, is one important new growth area which is beginning to provide work for British consultants as the weather Middle Eastern countries begin to supply the urban society type needs of increased leisure time and rising incomes.

A case in point is the £17m. plus zoological and botanical gardens complex in the Qatari capital of Doha, designed by the John S. Bonnington Partnership of St. Albans. Originally laid out as a private menagerie for the former ruler, it has now been "democratised" as a public

amenity for the 100,000 or so population of this small but very wealthy sheikhdom. Scientifically, its function is to house a representative collection of local fauna and flora.

Further into the Arabian peninsula, the same practice (together with Brian Clouston and Partners) is designing leisure parks for the Saudi Arabian cities of Mecca and Jeddah, to include swimming pools, restaurants, adventure playgrounds for children and sports areas. Water, shade and enclosure are carefully designed as complementary elements into each of these parks, reflecting the traditional Islamic concept of the garden as a refuge from the harsh environment of the desert.

Recreation

More active recreation is also being catered for—Don Revie's departure to the football fields of Abu Dhabi indicates one obvious growth area. Among schemes being commissioned to meet the demand in the £35m. sports stadium and leisure centre for Jeddah (architects Slater, Hodnett and Partners, consulting engineers Cooper Macdonald and Partners). The stadium, designed for crowds of up to 5,000, is linked by promenades to an indoor sports hall, a 2,500-seater auditorium, for cultural events and a banqueting hall—exemplifying the unified approach to sports and arts being designed into the most up-to-date British leisure complexes. Conservation is another area with potential, according to John Warren, whose Houston-based practice, the Architectural and Planning Partnership, is currently working on town planning schemes for Iran, and hopes soon to do already skilled in the same in Libya.

Mr. Warren heads a team currently awaiting the go-ahead to carry out a historic survey in Saudi Arabia elsewhere in the world development pressures architectural history is only the pressures. But some of the pre-arts being designed into the most up-to-date British leisure complexes. Conservation is another area with potential, according to John Warren, whose Houston-based practice, the Architectural and Planning Partnership, is currently working on town planning schemes for Iran, and hopes soon to do already skilled in the same in Libya.

Mr. Warren heads a team currently awaiting the go-ahead to

British architects Middle East: number of firms currently or at work in each country

Country	Num arch firms
Algeria	1
Bahrain	1
Egypt	1
Iran	1
Iraq	1
Jordan	1
Kuwait	1
Lebanon	1
Libya	1
Morocco	1
Oman	1
Qatar	1
Saudi Arabia	1
Sudan	1
Syria	1
Tunisia	1
United Arab Emirates	1
Yemen	1

(SOURCE: RIBA International Directory of Practice (RIBA Publications, 1978))

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Building systems face uncertainty

SUCH HAS BEEN the rate of expansion throughout most of the Middle East countries that they have quickly found themselves incapable of supplying even the most basic of requirements. With few developed industries and a scarcity of skilled manpower, the oil-rich countries have, for the time being at least, become almost totally dependent on the resources—excluding energy—of other countries.

There are few areas in which their own inability to cope can be better illustrated than in the construction sector. For while most countries have, at best, some form of partially developed building industry, few are in any position to begin to supply their own country's pressing needs.

In the Middle East, most clients proceed on the grounds that they require everything yesterday and it is success in providing sound buildings as quickly as possible which can guarantee further business for the outsider.

Preferences

While preferences and practical requirements will also undoubtedly vary, concrete, steel and aluminium, timber and composite systems all have developed building industry, few are in any position to begin to supply their own country's pressing needs. In the Middle East, most clients proceed on the grounds that they require everything yesterday and it is success in providing sound buildings as quickly as possible which can guarantee further business for the outsider. It is in this respect that system and prefabricated buildings play a part in Middle East development, although their adoption and acceptance has

CONTINUED ON NEXT PAGE

MIDDLE EAST CONSTRUCTION XIII

Surveyors offer a special service

IRONICALLY, one of the biggest problems encountered by British chartered surveyors in the Middle East is the special nature of their profession. It has not stopped them from moving, often highly successfully, into the growing Middle East construction market.

There are three separate disciplines in British chartered surveying—land survey, land administration, and quantity surveying. Whereas land survey (topographical mapping) and land administration (estate agency) are separate professions common enough elsewhere in the world, quantity surveying is a uniquely British specialisation. It is best described as the economics and management of construction, and its members make up the bulk of the Royal Institute of Chartered Surveyors (RICS).

The relative newness of the massive programme of development in the Middle East has understandably been accompanied by lack of sophistication, so that the very specialised nature of the land administration profession is not always readily appreciated. RICS reckons that although the going may be tough to start with, "the long-term prospects should not be under-rated, because the reputation of British professionals for propriety and competence is very high throughout the Middle East."

The RICS also warns its members, whatever their specialisation, against going cold into the market. It proposes that before the idea of establishing a local office is considered, firms should ensure that there will be specific work for them.

This view is shared by Debenham Tewson and Chinnocks, who were the first of their kind in the area when they opened an office in Bahrain in 1975 and another in Dubai last year. Although they started from scratch in Bahrain, without a hard contract, they have since gone from strength to strength. They went there to expand the service they had started to give Arab clients buying and leasing property in the U.K., and have now the nearly finished Pearl of Bahrain building in Manama on their books, and are engaged in the project management of the Bahrain Tower shop and office complex. Their Dubai office is working on another new complex in Sharjah.

A senior partner says business is healthy "but there are problems ahead in those States with little oil revenue. Added to that, currency problems in the UAE are giving an added edge to competition—as they always do when dealing with large amounts of money."

Debenham Tewson and Chinnocks were followed by Cluttons into Dubai last year, and into Bahrain this year. Jones Lang Wootton has offices in Bahrain and Cairo.

Middle East development is still largely at the planning and execution stage, which theoretically leaves the field wide open for quantity surveyors. That

they are getting the business is without question, since the number of British quantity surveyors in Saudi Arabia doubled last year and trebled in Libya.

Because they represent the vast bulk of RICS membership in the Middle East—certainly in the States covered in the fact-finding tour—this is the specialisation on which the RICS tended to place most emphasis.

Offices

About 16 quantity surveying firms have established offices in the Middle East. This survey specialisation describes itself as covering the use and development of building resources, advice on construction costs and programmes, the preparation and adjudication of tender documents and management of the financial side of contracts. They are therefore well placed to deal with the inefficiencies and inflated costs which are plaguing the building industry in Saudi Arabia and Iran in particular—a product of the pressure of their construction programmes.

In spite of this apparent open invitation to quantity surveyors, they still face a major problem—competition from American construction companies, some of them well-established—which incorporate the quantity surveyor's job into the total package of plans and drawings they present on tendering for a contract.

As a result many British quantity surveyors find that they are having to act in collaboration with construction companies, which then offer a complete package. But this conflicts with the ethics of quantity surveying, which is meant to establish—before a particular job is considered worthy of being undertaken—whether the costs, availability of labour and materials and so on will justify the need. Only then does the quantity surveyor, having effectively offered an estimate, agree to find the right contractor to undertake the operation within the limits of the cost planning and cost controls he has outlined.

Without doubt Iran is going to be the toughest market for quantity surveyors to crack, even though there is a growing cost-consciousness. The Iranians still do not recognise quantity surveying as an independent profession, and the preference for American practices is very strong. The problem is less serious in Saudi Arabia. Recently a team from the World Bank which had been advising the Saudi Ministry of Finance on methods of monitoring and controlling construction costs said there ought to be a bigger place for quantity surveyors in the Kingdom.

Already there are firms which operate in collaboration with American construction and architects. MDA (Mook Dunstun, Mahon and Sears), which has offices in Europe and the U.S., has worked as sub-contractors on several projects, and is currently planning a new town for 100,000 people in Saudi Arabia with New York architects, Edward Durrell Stone and Partners.

Its Oman office has been working on a television studio in Bahrain, and the Brussels office is involved in a multi-million pound housing project in Damman in co-operation with the Belgian OGM group.

It is obvious that surveyors belonging to all three disciplines can take advantage of the massive building and construction market that exists in the Middle East, though their impact may differ from area to area. It is with this in mind that the RICS plans to improve its presence in the Middle East, and to work towards greater local understanding of the intricacies and values of the profession it represents.

But until quantity surveying in particular is better understood and appreciated, members are going to have to make their own way. According to the RICS they are going to find this easiest in the UAE, where they are already well established, in Qatar, and to a degree in Kuwait and Bahrain. The omens are beginning to bode well in Saudi Arabia, but it is going to continue to be tough in Egypt and Iran.

Rodney Smith

Extent

The RICS recently made a tour of seven Middle Eastern countries—Bahrain, Egypt, Iran, Kuwait, Qatar, Saudi Arabia and the UAE—to try and establish the extent of the market open to its members. It found that of the 170 RICS member companies already operating in these countries, 150 were quantity surveyors.

Broadly speaking, the RICS found ample scope for British chartered surveyors of all three disciplines in some of the countries covered, with most already established in the Gulf States as a result of historic British ties. Qatar was the country which was most receptive and best served by British chartered surveyors; Iran was the worst, with Egypt a close second.

Land surveyors have had the easiest time, in one sense, because theirs is the oldest of the survey specialisations. Many of them have been operating in the Middle East since long before the wealth explosion which followed the quadrupling of oil prices. The only country where British land surveyors do not have a contract is Iran.

Their most serious competition comes from the South Koreans, whose Government is reported to be subsidising overseas survey work. But there is also a growth in indigenous mapping services, particularly in the more advanced of the Middle Eastern States.

Nonetheless, British land surveyors are confident that there is still plenty of scope. Fairley Surveys, which has operated in the Middle East since the war, did the pilot project for the topographical mapping standard for Saudi Arabia, and is now working on a similar operation for Bahrain. It also planned Jizan, the rebuilt Red Sea port, consulting engineers that what he has to offer can meet their planning contracts throughout the rest of the Gulf.

Land administration is the least well known of the survey disciplines in the Middle East. There are only about 10 RICS member companies in the area, based in Cairo, Dubai, Abu Dhabi, Bahrain and Tehran. Simply described, it is the after-sales counterpart of quantity surveying. Quantity surveying deals with the construction phase; generally speaking, land administration deals with post-construction letting and management—although, like quantity surveying, it also gets involved in land and building evaluation and development.

Systems

CONTINUED FROM PREVIOUS PAGE

way. It is not, of course, just the private client who must be persuaded and the systems supplier must convince Government ministries and departments, local and foreign contractors, private architects and consulting engineers that what he has to offer can meet their planning contracts throughout the rest of the Gulf.

One of the major areas for potential penetration is in housing, where serious shortages exist in many of the oil-producing states. The market is basically split into two categories and both offer the opportunity of substantial business for the systems operator. With the large and continuing influx of foreign workers into the country—more often than not themselves engaged on some form of construction project—there is an ongoing need for accommodation of all standards. In addition to this requirement, there is also the chance

to convince the local populations themselves that the system built home can provide them with all the facilities they require, although the chances of success in this respect are considered by most to be fairly limited.

As far as housing immigrant workers is concerned, the scope remains large, although in some areas at least it is now reported that there is a surplus of the type of basic accommodation unit most readily, though possibly unfairly, associated with the systems building world. Companies from throughout Europe and beyond are active in the region, offering systems which provide fast construction, flexibility, and competitive costs. Among the leading U.K. operations are Lesser Building Systems, which for over 25 years has been designing and manufacturing construction camps for use in remote or difficult regions of the world. Unlike many of its competitors, however, Lesser's activities are not confined to the traditional cabin-type accommodation and the company provides systems which are in use as schools, hotels and offices, and can offer single, two-storey, and multi-storey buildings.

Concession

The company concedes that one of its major problems—away from the construction camp accommodation business—is to overcome the psychological barrier which, in fairness, is not found only in the minds of Arab clients. To many people, a systems built unit means a "prefab" and it is not always easy to convince the potential client of the quality of a building manufactured elsewhere and transported in situ. In addition, Lesser is aware that the Middle East market for its products has become intensely competitive as systems builders have been encouraged to concentrate their efforts on one of the few regions of the world where building activity remains high.

Lesser does not, of course, have the marketplace to itself and names like Terrapin, Portakabin and London Brick Buildings are all recording substantial contract successes in the region. Apart from the systems builders themselves, metal building product manufacturers have also found good markets

in the Middle East. Companies like H. H. Robertson, which has been supplying building components to the Middle East for over 50 years, has developed a range of products designed to withstand the most aggressive climates in the world and to cope with the problems of humidity, wind driven sand and high ultra-violet light.

Robertson has found a market for its products in countries like Iraq, Saudi Arabia and Dubai, offering cladding, ventilation and contracting services and helping in the construction of commercial buildings, factories, hospitals, docks and power stations.

The question-mark which overhangs the activities of all the systems builders together with basic material suppliers is how long the Middle East market will require their services on such a scale. No one would be rash enough to suggest that, in the foreseeable future at least, most of the oil-rich nations will be in a position to supply their own requirements, but there will undoubtedly soon be a greater measure of self-sufficiency in terms of both productive and skilled manpower resources among some of these countries.

With the major civil engineering projects throughout the region already reported to have reached a peak, the potential for camp accommodation business cannot be expected to maintain its present momentum for much longer, especially as the client is, in an increasing number of cases, inheriting housing units which he will wish to be used again in future contracts.

Competition in this field can therefore be expected to become even more intense and systems builders will increasingly have to turn their attention towards the provision of more sophisticated products for use in industry, commerce and the public sector.

What is not yet clear, however, is whether the systems builders have secured a sound future for themselves in these vital sectors, or whether their current successes have arisen simply because the product offers a convenient stop-gap until more traditional construction techniques can meet each country's requirements.

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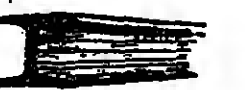
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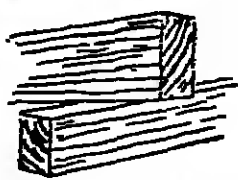
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MIDDLE EAST CONSTRUCTION XIV

Increasing demand for materials...

IN SPITE OF A number of relatively minor setbacks, such as cash flow "crises" in the United Arab Emirates and Bahrain, construction activity in the Middle East is intensifying. Recent reports have indicated that as a market for construction materials the region has never been more buoyant. But the potentially big rewards involve considerable risk. Nerve and tenacity are two essential ingredients for success. The market is rapidly becoming more sophisticated, more price conscious and, above all, more competitive.

Unquestionably, because of the size of its committed construction programmes, Saudi Arabia offers the biggest opportunities. Expenditure in the forthcoming year alone is reliably estimated at between SR65bn. and SR70bn. after making allowance for inflation and a growth rate of between 10 and 15 per cent. Substantial reduction of congestion at Jeddah and Dammam has helped to reverse the price spiral of imported materials, and this in turn has been a significant factor in the successful reduction of inflation to less than 20 per cent.

Saudi Arabia now has the nucleus of a better equipped indigenous construction sector, a situation which could enable the Government to retrench and create a stable industry. But in spite of a considerable increase in local manufacture, the largest proportion of construction materials is still imported. Local manufacture has concentrated on prefabricated concrete, blockwork and tiles, fabrication of windows and doors from imported metal sections, and plastics based products.

Total materials consumption is likely to be in the region of SR25bn., of which as much as SR18bn. will be spent on imports for immediate use or for reprocessing. Allowing for the fact that the price delivered to a site in Saudi Arabia is approximately double that in the U.K. or the United States, the market is still enormous.

Trends

Certain trends in this market are worth noting. The Commercial Regulations, for example, protect the interests of an appointed agent. But contractors of all nationalities, including Saudi companies, are importing more and more direct from the manufacturer, bypassing the agent. The Government, aware that agents were adding extortionate mark-ups on prices, has turned a blind eye to the practice, presumably in an effort to force agents to reduce their profit margins. This, coupled with faster port clearance, keen international competition and other factors, has reduced on-site costs or, at best, stabilised them. Customs duties are now nil to 3 per cent for all construction materials, although there are certain products which attract a surcharge of 20 per cent to encourage or protect local production or manufacture.

Another interesting development is an increasing tendency to pre-buy. Aramco, for example, has always pre-bought materials for its construction projects, stocking them at

Dammam until required by contractors. Pre-buying is motivated by financial considerations and to achieve a degree of standardisation. Bulk buying obviously reduces the cost per item and ensures immediate availability when required by the contractor.

The Saudi Arabian Ministries of Agriculture and Water, and of Municipal and Rural Affairs, who are the biggest consumers of pipes for sewage, water distribution and storm water protection, pre-buy or at least prequalify and reserve production for plastics and asbestos cement pipes. And contractors themselves have become more efficient in their materials buying practices.

As for the exporting countries, the U.S., Japan, the U.K. and other Western European manufacturers remain the leading suppliers of finished products. But Far Eastern countries are increasing their share of the market, particularly as suppliers of cement, timber, plywoods, sanitary fittings and electrical components. The Japanese are leading the field for reinforcement and other steel products.

Another feature of Saudi Arabia's increasing sophistication is the development of the builders' merchant style of operation. Materials have always been stocked in the bazaars by local merchants, but supplies have been haphazard, unpredictable both for quality and quantity. Sensible market research, coupled with Western-style selling, is establishing a situation in which properly stocked and well managed warehouses will eventually offer goods on demand at prices that won't change between quotation and delivery.

As yet there is no local production in Kuwait of items like builders' hardware, reinforcing steel, plywoods, veneers, refractory bricks, glass, metal sanitaryware, melamine laminates, fibre board and copper tanks. Given this country's development plans for the next few years, demand for these products is likely to increase rapidly.

One of the major requirements is for housing. The field is therefore open for system built housing companies, particularly for non-Kuwaiti housing. Significantly, the National Housing Authority, which is principally concerned with housing for Kuwaiti nationals, has decided against adopting a system building because the delay factor in working up economically to full production is unacceptable, and because their standards, which include variety, are high.

Non-Kuwaiti housing is the responsibility of the Ministry of Public Works, standards in this sector are lower, though not excessively so. It is estimated that the present population of Kuwait, currently approaching 1m., will double in the next two decades. In anticipation of resultant need, a master plan has been prepared by British consultants Sir Colin Buchanan and Partners. The plan points out that, in examining the market for building materials, thought should be given to more higher technology. For example, slip

forming for high rise building is as yet unknown in Kuwait. But artificial aggregates are being considered for local manufacture, and solar heating is being discussed.

A recent United Nations estimate suggests that the overall growth rate for the United Arab Emirates will exceed 30 per cent. Recently, however, a cash flow crisis started the local construction industry and caused prices of basic construction materials to fall. Construction materials account for about 60 per cent of the goods brought in through Port Rashid, and authorities there complained that consignees were reluctant to claim all cargoes.

But this situation is likely to be short-lived. In Dubai alone the development currently being generated by the Jebel Ali project is already promising to create another construction boom.

Nevertheless, the market has become extremely price conscious—a Japanese mission recently came under heavy fire from the Government because prices of Japanese goods and services it was alleged, had reached an unacceptably high level. International competition is fierce, particularly for the construction and construction materials markets; but the U.K. is maintaining its share, helped by considerable local goodwill for Britain and its products.

Advice

It is, however, generally advisable for manufacturers to appoint resident agents for the main commercial centres—Abu Dhabi and Dubai. One vitally important point is that company representatives in the UAE ought to be given decision-making powers, preferably equipped with written authority.

In Bahrain, industry, commercial development and housing are the main elements of current construction activity. The recent upsurge in office building, much of it financed by other, richer Arab states (notably Saudi Arabia), is the most obvious response to the island's growth as a business centre.

One of the most interesting longer term markets is undoubtedly the housing sector. Notwithstanding Bahrain's relatively small population, there is an acute shortage of housing. The Ministry of Development and Industry alone is sponsoring a programme to build 2,000 units a year for the next ten years to satisfy demands for low and middle-income housing, and providing a further 8,000 units over the same period.

The requirement for housing in Bahrain, and indeed throughout the Gulf, is so acute that prefabrication, hitherto looked upon with reluctance by many states, now appears to be the most widely accepted solution. In addition, the market for "instant accommodation" for construction camps and some expatriate housing is reaching unprecedented levels throughout the whole Middle East region.

Countries like Iraq and Syria, until recently quite unsympathetic to the idea of doing much business with the West, are lately turning more towards Western Europe for construction materials.

Egypt, often described as the "sleeping giant" of the Middle East construction industry, is beginning to offer considerable and worthwhile opportunities. Its 1977 budget lays particular emphasis on housing and reconstruction. First priority in the Ministry of Housing and Reconstruction's plan is the development of the three war-damaged towns of Port Said, Ismailia and Suez. In addition, a great deal of work is being carried out in Cairo in an attempt to relieve the critical housing and infrastructure problems caused by the rapid population increase. It is also intended to build new cities in the desert, designed to be self-sufficient and to attract industry and population away from the capital. The first of these, 10th of Ramadan City, 30 kilometres from Cairo, is already under construction. Planning for Sadat City, 70 kilometres from the capital, is well advanced.

Egypt is not a market to be ignored. Its position in the Arab world ensures continuing financial aid from oil-rich neighbours, and the U.K./Egypt Economic, Industrial and Technological Co-operation Agreement and the Investment Protection Agreement have provided a framework within which the country's needs can be matched to the skills and technology of the U.K.

Iraq is another big and important market in which international competition is joined with a much stronger locally based industry. The country's appetite for building construction materials will be considerable for many years. But foreign suppliers not already committed to local manufacture should re-examine their policies. A key to success here is local manufacture or assembly, either under joint venture or through a licensing agreement.

For licensing, royalties are subject to approval by the Ministry of Finance, which is unlikely to sanction more than 5 per cent. Foreign investment in manufacturing is now limited to between 20 and 25 per cent in most sectors. However, provided the investment is approved by the Ministry of Finance, it is protected by the Law for the Attraction and Protection of Foreign Capital Investment. The first step for industrial joint venture is usually an approach to one of the development banks.

The size of Iraq's housing programme alone through to the end of next year is estimated to require a \$3.4bn. expenditure. In addition, \$4.7bn. has been allocated during the same period for other projects such as hotels, road construction, airports and harbour development.

It is a mistake to consider the Middle East as one big market. The region comprises at least twenty-one separate market places, each of which must be studied for its own peculiar requirements and business methods. The region offers short, medium and long-term possibilities; all will eventually provide opportunities for maintenance and replacement.

Anthony Davis
Editor,
Middle East Construction

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PLANT AND EQUIPMENT is obviously an essential element for implementing construction programmes and the Middle East has provided a phenomenal market for manufacturers worldwide. For many it offered heaven sent opportunities to offset decline in home-based sales. By 1975 total plant purchases by Iran, Saudi Arabia, Iraq, Syria, Jordan, Egypt, Libya, Kuwait, Bahrain, Qatar, UAE and Oman amounted to \$2.84bn.

According to economist and marketing consultant W. J. Richter, Saudi Arabia is likely over the next few years to be the largest buyer of construction equipment in the region. It is a fiercely competitive market and one in which the trend is increasingly moving towards greater reliance on efficient maintenance and spare parts availability. Gone are the days when expensive machinery was discarded willy nilly after one or two years of working life.

One of the most significant trends is the switch from a seller's to a buyer's market, already an established characteristic in Saudi Arabia where one of the world's largest distributors of construction equipment, Zahid Tractor and

Heavy Machinery Co. is currently investing \$60m. to streamline its operation to meet the demands of a changing market. The vital prerequisite for success is now the provision of a more intensive and efficient after sales service. And in Saudi Arabia the emphasis has shifted from new machine sales to spare parts and servicing. Richter quotes Zahid's operation as a prime example of this trend which is also noticeable in Dubai, where Kano's spare parts set up has for some time been computerised, and in Kuwait and Bahrain.

Plant users who once wrote off machines over as short a time as one year are now becoming more cost conscious, utilising machinery over a much longer period. The most successful dealers of the future will therefore without doubt be those who provide parts and workshop facilities. And it follows that the more successful plant manufacturers will be those who expand their efforts towards greater utilisation and longer working life for the equipment they sell.

In order to satisfy the demanding international and large local clients, who mostly employ Western plant management, Zahid is now including in its service package, service

exchange units. The object is to take in costly assemblies like engines, transmissions and drive axles on the basis of part exchange, thus lowering cost and downtime if executed correctly. Zahid's operation, which includes substantial and expanding depots in Jeddah, Riyadh and Dammam, is the most sophisticated in Saudi Arabia, and probably in the whole Middle East region.

Market research estimates that the total working population in Saudi Arabia of Caterpillar units alone exceeds 12,000 units of plant, including generator sets. Potentially, this could attract parts and service sales of over \$50m. per year. It is quite certain therefore that Zahid's example will be followed by others throughout the region. But it cannot be achieved without technical support from manufacturers and, initially at least, without skilled plant engineers who must be recruited largely from the West.

For the manufacturer the future will to a large extent depend on the quality of the machine, coupled with the availability of skills and spare parts in the local workshop.

It is interesting to note that Richter predicted this trend three years ago. To-day it is a marketing fact, largely because

of growing competition and the pressure, over supplies, the employment of Western or Western-educated management. Increasing technical sophistication among users, growing awareness among dealers that good service is good business, and an increasing readiness of dealer-financiers to provide funds for back-up facilities and to offer more attractive terms to the customer.

Construction programmes throughout the Middle East, though not being implemented at the pace envisaged in many earlier and in many instances quite unrealistic plans, are by any standards vast. The \$200m. Jebel Ali project in Dubai, the \$125m. naval base contract and \$172m. housing scheme in Kuwait, the massive projects at Jubail and Yanbu in Saudi Arabia are merely a few recent examples. The list of projects under construction and in the pipeline is endless, and the financial resources are available. Predictions for the continuing market for capital machinery without which these schemes cannot be implemented are therefore impressive.

Anthony Davis
Editor, Middle East

Anthony Davis
Editor, Middle East

The real failure revealed by Grunwick

I report on the case has a fatal flaw to be found in paragraphs of the although para- shall see in a id with impor- the flaw is that ury had to be first place. This been necessary; a well-ordered rich means a rule rks because it is icted, it would

id why, one has ting one's mind 15, the first day ting outside the Grunwick photo- short stories in th-west London, hat the Govern- ally sat up and the dispute, n a little gefuffe 1976, when the Crickwood first unwick mail, at the official bless- on of Post Office was soon over, and st of Employment dent that the een the company the trade union disgruntled ex- ad joined, would led by the quasi- Advisory, Concili- tration Service, was no settlement, y Gruntham, the story of APEX, it y that there would sary as October 5, ter the strike at again, he had asked outh, Secretary of ployment to set up Inquiry into the d Mr. Booth done e there would be

no quarrel now with his deci- sion, for there had been no extra legal pressure, as yet. Reasonably enough, however, he persuaded Mr. Grantham that it would be better to let the processes of the law take their course, so an application was made to ACAS for recognition of the union by the company, under Section 11 of the Employment Protection Act, 1975.

Tribunal

The union also arranged for 50 of those on strike to apply to an industrial tribunal for reinstatement. Their case was dismissed on the ground that the tribunal had no jurisdiction. The application to ACAS has been bogged down in the courts for most of this year. The final appeal to the House of Lords will not be heard until the autumn. As the Scarman report comments, "the processes of the law have not yet achieved any result."

From the trade union point of view this is the principal reason why the mass picket was called for June 13. At the beginning APEX wanted the picket to last for one week only, and it is too conservative a union to have contemplated anything other than a peaceful demonstration. But events ran away with it. The whole country was first made aware of the existence of the dispute when it saw on television, night after night, struggles between angry demonstrators and what appeared to be desperately harassed policemen.

After two weeks of that kind of extra-legal pressure, on June 30, the Scarman court of inquiry was appointed. The Government could have said: "We stand by the rule of law."

The case is being fought in the courts. The victor will be the side that wins in the courts. Meanwhile the police will keep the peace and demonstrators will not be allowed to obstruct the peaceful passage of the willing workers through to Grunwick's. It did not say that, and if one accepts the Scarman proposition that Grunwick failed to provide proper machinery for the redress of its employees' grievances, one cannot argue that it should have done so.

I have spent most of the past ten weeks studying the details of this dispute, and I cannot quarrel with the verdict that the cause taken up by APEX was a just one. It was, when 137 of some 400 employees walk out, and then stay out in all kinds of weather for a year, it is difficult to argue that anything about that particular company's labour relations is satisfactory.

Now it so happens that one reason why the law is turning out to be inadequate to the reasonable needs of people like the strikers at Grunwick is that in 1974 and 1975 when the Labour Government, at that time beset with the TUC, was giving the unions the laws they asked for the unions insisted that they wanted to live in a constitutional world of their own. "The law must be kept out of industrial relations," they repeated.

It is partly for this reason that ACAS is obliged to build up its influence, and its residual powers, by means of precedents that it will have to establish. Again, it is partly for this reason that the laws on unfair dismissal keep industrial tribunals out of the argument unless there is discrimination between workers who have been sacked.



The Grunwick court of inquiry: Mr. Pat Lowry, personnel director of British Leyland; Lord Justice Scarman, the chairman; and Mr. Terry Parry, general secretary of the Fire Brigades Union (from left to right).

But even if the trade union posed. If the company now inquiry was primarily to keep the peace, which is the first duty of any administration. Yet the recommendations of the inquiry on the ground that it message, which has not failed to legally bound to do so, to reach its destination. Put tempera will certainly flare up in its harshest form. It is, if again, at redoubled intensity, you want to get certain things That is for the future; what done, hit a policeman on the can be seen at this stage is the Scarman court of in- the law, indeed the very con- strikers, whose report favours the strikers, was set up precisely because there was action on the streets. That action is re- membered by many people for the day on which a policeman was knocked down by a flying bottle, the picture, seen on every TV screen and in every newspaper, nearly panicked the Government. Its motive in a of a trade union, and the right subsequently calling the, to free choice of employment;

For these reasons, says the report, people must act reasonably within the law; in industrial disputes there must be "a modicum of self-restraint" in the pursuit of one's rights. "The British tradition of compromise is implicit in the modern English law governing industrial relations."

The paragraph may have been intended to show Grunwick why it should have set around the table to bargain with APEX, and I have already said that on the merits of the original case my sympathy is with the union. But it is in fact a terrifying paragraph, for it is apparently written in blithe disregard of the steady disappearance of reasonableness

on the other side, the freedoms to join a union, to picket peacefully, and to enjoy just and favourable conditions of work.

The English reconciliation of these rights and freedoms, says paragraph 58, has been traditionally sought through the development of voluntary collective bargaining. This process was now supported by the Trade Union and Labour Relations Act 1974 and the Employment Protection Act 1975. And the common law had always tried to keep industrial disputes out of the courts. "An inevitable consequence of the system is that, where the process fails to secure agreement, industrial action is the one weapon left to resolve the dispute," says paragraph 58. "Industrial action," it goes on, "is a form of organised self-help—for example, the lock-out, the strike, 'blacking' and the picket. And there is always a risk that self-help, if not coupled with self-restraint, may end in violence."

For these reasons, says the report, people must act reasonably within the law; in industrial disputes there must be "a modicum of self-restraint" in the pursuit of one's rights. "The British tradition of compromise is implicit in the modern English law governing industrial relations."

The paragraph may have been intended to show Grunwick why it should have set around the table to bargain with APEX, and I have already said that on the merits of the original case my sympathy is with the union. But it is in fact a terrifying paragraph, for it is apparently written in blithe disregard of the steady disappearance of reasonableness

from the conduct of our affairs. In truth, Lord Justice Scarman knows better. In his celebrated Hamlyn Lecture, "English Law—the new Dimension," published not quite three years ago, he referred to the possibility that industrial relations might be regulated "extra-legally"—that is, "in accordance with some specialised system of control isolated from the general legal system." That is what now seems to be happening. In his lecture Lord Justice Scarman suggested that there would be two likely consequences.

"First, we shall be witnessing yet another move away from a general legal system to specialised and detached systems—a trend already to be detected in current attitudes to common market law, the social security system, and the regulation of land use; secondly, there will arise a real risk of forces of great power in our society escaping from the rule of law altogether."

"Such consequences, if they ensue, would, there can be no doubt, constitute a weakening of the capacity of law to impose restraint on the exercise of power in society. For the apparently large number of people who apparently fail to understand the implication of this, Lord Justice Scarman spells it out in his lecture: "The need for control, and control according to law, will remain so long as men believe that uncontrolled power is an evil to be eradicated from civilised society." In short the failure of the strikers to echelon justice from Grunwick's may reflect a weakness in our laws; the street battle and the consequent Court of Inquiry is evidence of the inadequacy of our constitution.

Letters to the Editor

st the Bank

Assistant Secretary, Soil and Public

Lloyd's article suggests that there is support for the State bank from the lived. For the Society and Public Servants, it is true only for members. Out 1,500 in the Department for Savings see the pro- perty of party public interest. ple banking/saving hich the National ok has provided for 100 years is still in and, with more than e accounts at the e Page Com- ing in 1973 saw social service, which them, and I suggest it could be continued, even if it subsidised by the t. In fact the bank ble undertaking and tion has made it at the same time the service to the It is unique in being 5 per cent interest y accounts. If the Savings Bank was with GIRO and to provide full bank- as or a commercial is no doubt that the counts would have to with the clearing he Trustee Savings already meeting this

posed that the State id use Post Office nd staff to transact Both the National ank and GIRO have e outlets a limiting heir existing services. unrealistic to imagine pressed counter staff e to provide a service with the clearing recent Carter Report ost Office recognised m but did not offer

om the administrative involved in the pro- ger there are wider ons which need to be in detail. Is there eed for more banking Should the State ate from Glasgow or ould it be desirable e the National Sav- g the Department for Savings? Should the Savings Bank remain ost Government con- part of its debt to nt?

questions should be in depth rather than sion taken to placate ur Party Conference. well within the terms nee for the Wilson e. Studd, y Department for Savings section), outhwork Street, S.E.1

icising the ms

R. Williams lot least welcome on umption of publication music reviews. I find tributors both informa- stimulating. der, however, this year's n absolute disaster and instances an insult in

one's musical susceptibilities. Several of these musical abortions remind one of the anecdotal remark of a famous conductor who was asked if he performed the pieces of a certain modern composer: "No, but I have often trodden in it."

R. B. Williams, 12, Ebrington Road, West Bromwich, West Midlands.

Cover against loss

From Mr. A. Siddons.

Sir,—It is inevitable that many employers will be forced to concede excessive pay claims in the face of industrial action which, if resisted, could seriously damage them, or perhaps even result in closure. These employers need some- thing more practical than Ministerial speeches to support their case, which I suggest it could be in the form of an underwriting of the financial consequences of prolonged industrial action.

It would be too much to expect a Socialist Government to sponsor such a scheme, but I am sure it would be well within the capability of the CBI and City Insurance experts to devise a consequential loss type of cover for this very real risk.

The administration arrangements which would be necessary for dealing with claims could well provide some form of arbitration service which would give invaluable assistance in the early resolution of potentially damaging disputes.

Members generally receive some financial assistance from their union in an official strike situation, and it seems only sensible and fair for employers to be similarly indemnified in return for an annual premium.

Once having established a reasonable pattern of settlements it is to be expected that there will be some employers who still feel they can afford generous increases, thus causing unrest with the moderate majority, and it would obviously be necessary for them to be subjected to severe penalties, possibly the most effective being limitation of price increases.

A. H. Siddons, 21, Horswood Crescent, Old Tupton, Chesterfield.

Post-industrial society

From the Director, Centre for Innovation and Productivity, Sheffield City Polytechnic

Sir,—Industry is not the only wealth producer of this nation. The latest statistics show that our invisible exports exceed our exports of manufactured goods. Of course, the word industry might be taken to include banking, shipping, insurance, tourism and other marketed services. But the answer to our economic problems does not lie in trying to regenerate old shore up manufacturing industries that have passed their peak. Peter Drucker advises managers to concentrate their best resources on opportunities rather than dissipate them on problems.

to earn some foreign currency to pay for the imports of food and manufactured goods; they consume. They might then come to the conclusion that instead of giving away our medical, educational and research services to various foreigners we should charge hefty fees to those who can afford to pay. As any marketing expert knows, charging a high price for good quality products and services can actually increase the demand and certainly increase the profit.

The recent "discussion" paper starts from the false premise that the best of use good brains is to solve the intractable problems of industry. The right premise is that the best brains should be leading Britain into the kind of post-industrial society that can pay its way in the world.

E. G. Wood, Halfords House, 16 Fitzalan Square, Sheffield.

The closed shop

From Mr. R. Clarke.

Sir,—Is it the idea to implement a closed shop which restricts industry, or effectively takes control from the management? Not so I think. The closed shop is a fair method of keeping discipline on the shop floor, and strengthening the bargaining position of that body.

The roots of the world democracy are from the Greek—Demos, the People—Kratia, to rule. From this one might assume that each individual has his opportunity to voice opinion, but at the end of the day all must abide by the corporate decision. This in itself is a defence of a closed shop.

With all this said, however, Mr. Taylor's letter, August 4, is obviously prompted by some quite undemocratic things which have happened in the name of trade unionism. This can only be changed by mobilising the silent majority of trade unionists, to take control of their branches, and offices of their respective unions. The best chance for democracy to survive is by the people participating from within, rather than having restrictions imposed from without.

While I remain a confirmed Socialist and trade unionist, it is therefore more pleasing to hear the Tory attitude of encouraging trade unionists to participate in their unions, than to hear the dogmatic views of those such as Mr. Taylor.

R. C. Clarke, 1 Meadow Lane, Willaston, Wirral, Merseyside.

Everyman's computer

From the chairman, Roff's Print-

Sir,—The article entitled "The End of an Era" on the Technical Page of August 24 could be confusing—on the contrary, it is the beginning of an era.

The item confirms our contention that the growth in multi-part continuous stationery is levelling off, corresponding with the diminishing large computer market. But single part continuous stationery markets for mini and micro computers will undoubtedly continue to expand.

As manufacturers of continuous stationery we know that we are on the threshold of a new era. In the very near future it will be far from unusual for

a housewife to purchase her computer stationery in the same way as she currently buys writing paper for use in the computer at home.

The day of everyman's computer is only just around the corner.

Pat Wybrow, Trigonipole, Falmouth, Cornwall.

Contracting-in option?

From Mr. R. Sloan

Sir,—Earlier this year you were kind enough to publish my letter detailing contracting-in/out figures disclosed by Legal and General and I feel that your readers may again be interested to see the updated figures relating to quotations issued in respect of their existing pension clients during the nine months to June, 1977.

Contracting-out % 94
Integrated 1
Living-on-top 2
No decision made 3

It would appear that a maximum of 6 per cent of the Legal and General's clients can be looking at the financial aspects of participating fully in the new State Scheme (that is, contracting-in). Although it is generally conceded that the choice is a finely balanced one, it would seem that at least 94 per cent of these companies are deciding to contract-out without having been given any specific figures with which to compare the alternative of participation.

R. K. Sloan (Director and Regional Actuary), Martin Paterson Associates, 9, Albany Place, Edinburgh.

Excess wages tax

From Mr. A. Scott.

"Sir,—I think it is utterly useless telling some of these heavy unions that they must not make huge claims, backed up by various sanctions at the expense of the rest of the community in pursuit of them. Attrition will be more effective."

They should be free to get on with it, but as with other things we wish to discourage they should be taxed. A tax should be levied on their funds based on numbers and the amount gained by them in excess of what the Government considers enough for what the economy can stand in one year if we are not to fuel inflation.

The tax would be enough to cause second thoughts and would be a means of restoring the balance of power in the country. It is the poor and unemployed who suffer the most from inflation. They will say the tax is horrid, but too much success in their efforts will possibly raise income-tax on us all. We have more than enough of that already.

The only exceptions allowed would be very proper claims for rises in line with a proven gain in productivity. For that there should be no limit. We know that our economy does not do as well as our competitors because their rate of productivity is higher. We should pay by results and not in blanket form as a result of various forms of coercion.

A. H. Scott, 102, Beaches Road, Chelmsford, Essex.

To-day's Events

GENERAL

Dr. David Owen, Foreign Secretary, cautious round of talks in Southern Africa on Anglo-U.S. proposals for Rhodesian settlement.

Executive of Association of Professional, Executive, Clerical and Computer Staff (APEX) meets to consider possible motion at forthcoming TUC Congress if no settlement is made in Grunwick dispute on basis of Scarman Report.

Mr. Graham Barton, a former British Leyland employee, and Mrs. Barton appear after remand on forestry charges relating to "slush fund" letter, Bow Street Magistrates' Court.

Mr. Edward Taylor, Shadow Secretary of State for Scotland, Palace (all year).

addresses Lanark Conservative Association, Biggar, Lanarkshire.

Windscale public inquiry resumes, Whitehaven.

Edinburgh International Festival (until September 10).

COMPANY RESULT Ladbroke Group (half-year).

COMPANY MEETINGS See Week's Financial Diary on page 8.

EXHIBITIONS Silver Jubilee Exhibition, showing story of the Royal Collection from Henry VIII to Elizabeth II, The Queen's Gallery, Buckingham Palace (all year).

Royal Portraiture in Photography, National Portrait Gallery, St. Martin's Place, W.C.2 (until October 2).

Inhibe Masterpieces, Victoria and Albert Museum, South Kensington, S.W.7 (until December).

Fabergé Exhibition, including jewels from the Royal Collection, Victoria and Albert Museum, South Kensington, S.W.7 (until September 25).

National Postal Museum, King Edward Street, E.C.4. Open to public 10 am-4.30 p.m. Monday to Friday.

OPERA

English National Opera production of La Vie Parisienne, Coliseum Theatre, W.C.2, 7.30 p.m.

BALLET London Festival Ballet dance Les Sylphides, Night Shadow, Prince Igor, Royal Festival Hall, S.E.1, 7.30 p.m.

Silver Jubilee programme of ballet by Sadler's Wells Company, Cambridge Guildhall (until September 3).

SPORT Cricket: Fifth Test, England v Australia, the Oval, S.E.11. Golf: British women's open championship, Llandrick. Tennis: Green Shield junior hardcourt championships of Great Britain, Wimbledon.

IC Industries earnings per share up 50% for record first six months.

IC INDUSTRIES CONSOLIDATED STATEMENT OF INCOME For the quarter and six months ended June 30, 1977 compared with the same periods for 1976 (Dollars in thousands except per common share amounts)

	Quarter Ended June 30,			Six Months Ended June 30,		
	1977	1976	% Change	1977	1976	% Change
Sales and Revenues	\$482,338	\$437,057	10.4	\$903,329	\$819,101	10.3
Income before Taxes	36,560	25,778	41.8	59,628	42,316	40.9
Taxes on Income	13,117	9,411	39.4	21,883	15,720	39.2
Net Income	23,443	16,367	43.2	37,745	26,596	41.9
Net Income per Common Share	\$1.43	\$0.98	45.9	\$2.24	\$1.49	50.3

Record sales. Record net income. Record net income per common share. That's the kind of six months it's been at IC Industries.

Net income was \$37.7 million; a 41.9% jump over 1976. That's \$2.24 per common share, an increase of 50.3% over last year. Sales and revenues of \$903 million were 10% ahead for the six months.

Commercial Products, Consumer Products again at record highs.

The Commercial Products and Consumer Products Groups continued to set new records. Their combined pre-tax income was \$52 million, with sales reaching an all-time high of \$508 million, up 10%.

Financial Services well ahead of 1976.

Another strong performer was our Financial Services Group, with pre-tax income 87.2% ahead of the first half of 1976.

Transportation enjoys profitable turnaround.

A significant factor in this performance was the strong turnaround of the Transportation Group, which earned \$6.6 million pre-tax, compared with a pre-tax loss of \$9.3 million in the same period of 1976.

ICG Railroad's favorable traffic mix and cost controls were decisive in the solidly based turnaround. Major increases were seen in corn and grain, soybeans, vehicles and parts, intermodal and in most categories of chemicals. Our railroad net income after tax, including real estate revenues, was more than double that of 1976.

What's New at IC Industries?

Stanray Corporation was acquired in April of 1977 and contributed to the Commercial Products Group's performance. Stanray is a major manufacturer of components for railroad cars,

hydraulics and a leading manufacturer of aviation passenger loading bridges. Abex Corporation reported sales increases in its automotive, hydraulics and railroad products.

Midas-International, in the Consumer Products Group, opened an additional 58 automotive service shops in the first six months, bringing the total to 961 worldwide. To offset any possible negative impact on recreational vehicle sales from U.S. energy legislation, Midas has diversified into over-the-road trailers, delivery vans and van conversions.

If you'd like to know more about our company, and any of our five business groups, write: IC Industries, Stockerstrasse 38, 8002 Zurich, Switzerland.

IC Industries

Divided in five business groups: Commercial Products, Consumer Products, Real Estate, Financial Services and Transportation.

IDS

BY MARY CAMPBELL

J.S. dollar sector ahead

As the U.S. dollar market moves into longer maturities, it is particularly noticeable that the market has been moving in the direction of longer maturities for the last ten days. This is due to the fact that the market is taking the view that the longer-term rate is more likely to rise than the shorter-term rate. This is based on the fact that the market is taking the view that the longer-term rate is more likely to rise than the shorter-term rate. This is based on the fact that the market is taking the view that the longer-term rate is more likely to rise than the shorter-term rate.

BONDTRADE INDEX				
	August 29	August 26	August 19	July 29
Medium term	102.78	102.77	102.76	102.90
Long term	96.15	96.13	96.10	96.24
Convertible	110.03	110.58	110.78	110.87

EUROBOND TURNOVER				
(Nominal value \$m.)				
	U.S. Bonds	Other Bonds	U.S. Bonds	Other Bonds
	Last week	Previous week	Last week	Previous week
Cedol	436.3	314.8	170.6	173.8
Eurolib	975.6	1,002.4	339.9	181.2

AN NEWS

Anti-trust move urged on Congress

Mr. Bell, the United States Attorney General, has urged Congress to take action to prevent the kind of anti-trust move that was made in the case of the Bell Telephone Company. He said that the company had been found guilty of anti-trust violations and that the government was seeking to recover damages from the company.

U.S. Steel to cut 1,000 jobs

U.S. Steel Corporation has announced that it will be cutting 1,000 jobs as part of a restructuring plan. The company said that the cuts were necessary to improve its financial position and to make it more competitive in the global market. The cuts will be spread across the company's various divisions and will be implemented over the next several months.

Foreigners increase stake in Japan

Foreigners have increased their stake in Japanese companies, according to a report from the Japanese Ministry of Finance. The report said that the total value of foreign investments in Japanese companies had increased significantly over the past year, reflecting growing confidence in the Japanese economy.

Toyota profit tops record

Toyota Motor Corporation has reported a record profit for the third quarter of 1977. The company said that its profit had increased by more than 20% compared with the same quarter of the previous year, due to strong sales and improved production efficiency.

Toyota profit tops record

THE TOYOTA MOTOR COMPANY today announced a 19.7% increase in its third-quarter profit for 1977. The company said that its profit had increased by more than 20% compared with the same quarter of the previous year, due to strong sales and improved production efficiency.

DAIWA SEIKO Europe issue

JAPAN AND THE WORLD'S top manufacturer of fishing equipment, Daiwa Seiko, plans to issue a new line of fishing equipment in Europe. The company said that the new line would include a variety of fishing rods, reels, and lures, designed to appeal to European anglers.

AE moves to reopen two banks

THE ARAB EMIRATES Bank has decided to reopen two of its branches in the United Arab Emirates. The bank said that the branches had been closed for a period of time due to financial difficulties, but that it was now in a position to reopen them and resume normal operations.

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CURRENT EUROBOND ISSUES								
Borrowers	Amount m.	Maturity	Av. life years	Compon %	Price	Lead manager	Offer yield %	
U.S. DOLLARS								
1. Götaverken (g'teed Sweden)	40	1982	Bullet	7 1/2	100	Bank of America	7.82	
2. National Coal Board (g'teed Britain)	100	1987	Bullet	8 1/2	99 1/2	Int'l. Orion	8.70	
3. Hapag-Lloyd Intl.	100	1997	Bullet	13 1/2	100	S. G. Warburg	6.75	
4. Hapag-Lloyd Intl.	100	1987	Bullet	8 1/2	100	S. G. Warburg	8.15	
5. Hapag-Lloyd Intl.	100	1992	Bullet	13 1/2	100	Hill Samuel	7.51/6.66	
6. Bank Leumi	100	1984	Bullet	7 1/2	*	Barclays Intl., UBS	7.00	
7. Bank Leumi	100	1984	Bullet	7 1/2	100	Bank Leumi	6.84	
8. Bank Leumi	100	1984	Bullet	7 1/2	99 1/2	Deutsche	7.59	
9. Bank Leumi	100	1984	Bullet	7 1/2	99 1/2	Wood Gundy	8.31	
10. Bank Leumi	100	1984	Bullet	7 1/2	100	Crédit Lyonnais, Nomura	6.00	
11. Light S&C de Electricidade (g'teed Brazil)	50	1982	Bullet	9	*	WestLB	*	
CANADIAN DOLLARS								
12. Canadian Acceptance Corp. (g'teed CIT Intl.)	35	1982	Bullet	9 1/2	100	Dillon Read, Kuhn Loeb	9.37	
13. Quebec Urban Community	15	1984	Bullet	9 1/2	*	European Banking		
D-MARKS								
14. Thyssen Stahl AG (g'teed Austria)	50	1989	Bullet	11 1/2	100 1/2	WestLB	6.22	
15. Thyssen Stahl AG	150	1984	Bullet	7	100	WestLB	7.00	
16. Thyssen Stahl AG	100	1987	Bullet	8	100	Dresdner	6.00	
17. Thyssen Stahl AG	100	1985	Bullet	8 1/2	100	Deutsche	6.75	
18. Thyssen Stahl AG	100	1987	Bullet	11 1/2	100	WestLB	5.75	
GUILDERS								
19. Swissair (g'teed Austria)	75	1992	Bullet	10 1/2	99 1/2	ABN, AmRo	7.87	
SWISS FRANCES								
20. Swissair	60	1992	Bullet	5 1/2	99 1/2	Crédit Suisse	5.35	
21. Swissair	60	1992	Bullet	5	100	Swiss Bank Corp.	5.00	
22. Swissair	100	1992	Bullet	5	99 1/2	UBS	5.05	
23. Swissair	100	1992	Bullet	5	*	Crédit Suisse	*	
* Not yet priced † Final terms ‡ Floating rate note \$ Convertible ¶ Minimum * Placement								

NEWS ANALYSIS—MOTOR MERGER

Volvo seeks new suitor

Volvo has a poor reputation in the motor industry, and it is looking for a new suitor to improve its image. The company has been approached by several potential suitors, but none have yet made a formal offer. Volvo is currently in the process of evaluating the offers and will make a decision in the near future.

Corco gets breather from bankruptcy

Corco, the oil refining company, has been granted a temporary stay of its bankruptcy proceedings. This will allow the company to continue its operations for a limited period of time, during which it will be able to raise funds and reorganize its affairs. The stay is intended to give the company a chance to avoid liquidation.

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Boral profit up 42%

Boral, the Australian building materials company, has reported a 42% increase in its profit for the third quarter of 1977. The company said that its profit had increased by more than 40% compared with the same quarter of the previous year, due to strong sales and improved production efficiency.

Repco scrip after rise

Repco, the Australian car parts and accessories group, has announced a new scrip issue. The company said that the issue would be used to finance its expansion plans and to improve its financial position. The scrip issue is expected to be completed in the near future.

Ministry vetoes bid for Mixte

The French Ministry of Finance has vetoed a bid for Mixte, a French company. The ministry said that the bid was not in the best interests of the French government and that it was therefore not allowed to proceed. The bid was made by a foreign company and was intended to acquire a significant stake in Mixte.

Swissair expects good year

Swissair, the Swiss airline, expects a good year for 1977. The airline said that it had received several large orders for new aircraft and that it was planning to expand its fleet. Swissair also expects to see an increase in passenger traffic and cargo shipments.

Rey plea on Bally rejected

Mr. Rey, the Swiss Federal Minister of Justice, has rejected a plea for clemency from Bally, a Swiss company. The minister said that the company had committed serious crimes and that it was therefore not eligible for clemency. The plea was made by the company's lawyers and was intended to prevent the company from being liquidated.

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Siam Kraft fights court order

Siam Kraft, the Thai food company, is fighting a court order that would require it to liquidate. The company said that the order was unfair and that it was not in the best interests of the company. Siam Kraft is currently in the process of appealing the order and will make a decision in the near future.

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OFFSHORE AND OVERSEAS FUNDS

[illegible]

FINANCIAL TIMES STOCK INDICES

TRUSTS-Continued



VASUDA

TRUST AND BANKING

London Branch: 01-623-5721
House Office: Tokyo

MINES—Continued

CENTRAL AFRICAN

Months	Stock	Price	Lot	By	Net	YTD	YTD	YTD	YTD
Nov.	May/Coronation 2c	34	20	05	8.8	9.8			
Nov.	May/Phosph. B.H.C.	125	25	05	1.7	2.4			
Nov.	May/Phosph. C. 16p.	125	25	05	1.7	2.4			
Nov.	May/Phosph. D. 16p.	125	25	05	1.7	2.4			
Dec.	July/Do. 16p.	125	25	05	1.7	2.4			
Jan.	July/Do. 16p.	125	25	05	1.7	2.4			
Nov.	May/Phosph. B.H.C.	125	25	05	1.7	2.4			
Nov.	May/Phosph. C. 16p.	125	25	05	1.7	2.4			
Nov.	May/Phosph. D. 16p.	125	25	05	1.7	2.4			
Nov.	May/Phosph. E. 16p.	125	25	05	1.7	2.4			

AUSTRALIAN

Nov.	Apr./Acacia 2c	63	15	00	1.5	1.1			
Nov.	Apr./BHP 2c	63	15	00	1.5	1.1			
Nov.	Apr./BHP 2c	63	15	00	1.5	1.1			
Nov.	Apr./BHP 2c	63	15	00	1.5	1.1			
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Nov.	Apr./BHP 2c	63	15	00	1.5	1.1			
Nov.	Apr./BHP 2c	63	15	00	1.5	1.1			

TINS

Nov.	Apr./Acacia 2c	63	15	00	1.5	1.1			
Nov.	Apr./BHP 2c	63	15	00	1.5	1.1			
Nov.	Apr./BHP 2c	63	15	00	1.5	1.1			
Nov.	Apr./BHP 2c	63	15	00	1.5	1.1			
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Nov.	Apr./BHP 2c	63	15	00	1.5	1.1			
Nov.	Apr./BHP 2c	63	15	00	1.5	1.1			

COPPER

Nov.	Apr./Acacia 2c	63	15	00	1.5	1.1			
Nov.	Apr./BHP 2c	63	15	00	1.5	1.1			
Nov.	Apr./BHP 2c	63	15	00	1.5	1.1			
Nov.	Apr./BHP 2c	63	15	00	1.5	1.1			
Nov.	Apr./BHP 2c	63	15	00	1.5	1.1			
Nov.	Apr./BHP 2c	63	15	00	1.5	1.1			
Nov.	Apr./BHP 2c	63	15	00	1.5	1.1			
Nov.	Apr./BHP 2c	63	15	00	1.5	1.1			
Nov.	Apr./BHP 2c	63	15	00	1.5	1.1			
Nov.	Apr./BHP 2c	63	15	00	1.5	1.1			

MISCELLANEOUS

Nov.	Apr./Acacia 2c	63	15	00	1.5	1.1			
Nov.	Apr./BHP 2c	63	15	00	1.5	1.1			
Nov.	Apr./BHP 2c	63	15	00	1.5	1.1			
Nov.	Apr./BHP 2c	63	15	00	1.5	1.1			
Nov.	Apr./BHP 2c	63	15	00	1.5	1.1			
Nov.	Apr./BHP 2c	63	15	00	1.5	1.1			
Nov.	Apr./BHP 2c	63	15	00	1.5	1.1			
Nov.	Apr./BHP 2c	63	15	00	1.5	1.1			
Nov.	Apr./BHP 2c	63	15	00	1.5	1.1			
Nov.	Apr./BHP 2c	63	15	00	1.5	1.1			

NOTES

Unless otherwise indicated, prices and net dividends are in pence and are based on latest market reports and accounts and where possible, are indicated on half-yearly figures. PTFs are calculated on the basis of net dividend. Net dividend figures indicated 10 pence, or more difference is calculated as "net dividend." Current is based on dividend, are paid, adjusted to ACT of rights. Dividend is based on dividend, are paid, adjusted to ACT of rights. Dividend is based on dividend, are paid, adjusted to ACT of rights. Dividend is based on dividend, are paid, adjusted to ACT of rights. Dividend is based on dividend, are paid, adjusted to ACT of rights. Dividend is based on dividend, are paid, adjusted to ACT of rights. Dividend is based on dividend, are paid, adjusted to ACT of rights. Dividend is based on dividend, are paid, adjusted to ACT of rights. Dividend is based on dividend, are paid, adjusted to ACT of rights. Dividend is based on dividend, are paid, adjusted to ACT of rights. 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FINANCIAL TIMES

Tuesday August 30 1977

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Leyland men resist scheme for Land-Rover expansion

BY ARTHUR SMITH, MIDLANDS CORRESPONDENT

LEYLAND CARS' £250m. plan to double output of the successful Land-Rover and Range-Rover models has already run into trouble.

The State-owned concern, which has stressed that the scheme must be formulated jointly by management and unions within the framework of worker participation, has met opposition from two of the three plants concerned with the ambitious project.

The Triumph factory at Canley and the Rover plant at Solihull have not only raised objections to the details of the plan but refused to have anything to do with worker participation.

Efforts are being made to win the support of the trade unions as the Land-Rover and Range-Rover expansion plan is considered crucial to the future viability of Leyland.

While the company expects substantial profits from the £250m. Mini replacement pro-

ject, the four-wheel-drive vehicles are seen as the real money spinner.

Leyland is conscious that the expansion plan must move ahead quickly and efficiently if the company is to retain and increase its 15 per cent. share of the world market for these vehicles.

The company has made it clear to the workforce that support for the project will not be forthcoming either from the main British Leyland Board or the National Enterprise Board unless the trade unions give a prior commitment.

Adamant

Under the project, Leyland will be able to make 154,000 vehicles a year—double the present capacity. But many men would have to transfer jobs, particularly at Canley.

Production of the Triumph Dolomite is scheduled to be transferred to Solihull next

August. This would free space for investment in facilities to manufacture a new Land-Rover gearbox.

The Triumph afterwards insist such a move will cause a net loss of about 1,500 jobs and are adamant that they will not let the Dolomite go.

Shop stewards at Solihull, the Rover assembly plant, are offering support for this opposition. They are conscious that the small car would be put on a production line which is now used for the Rover 3500 and would mean the introduction of another night shift—something to which they are opposed because of the up social hours involved.

Leyland appears determined to take a strong line in insisting that the expansion programme should gain the full backing of the workforce within worker participation arrangements.

The company is proposing the formation of a 16-man working party divided equally between

trade unions and management to formulate the details of the programme.

Four representatives would be drawn from the cars council, the top tier worker participation body, and four from each of the three plants affected. The only manual workers to give support so far are in the Rover engine and transmission section—which has been in participation since its inception.

Numbers laid off at Leyland Cars as a result of the nine-week strike by tool workers at Lucas, the components supplier, more than doubled yesterday to nearly 10,000. Production of four models—the Spitfire, Princess, MG, and Marina—has been halted.

All Leyland models are extremely vulnerable to components shortages now. The Lucas dispute is expected to have a rapid effect on production by Britain's motor industry in the next week.

SDLP to debate new 'Irish' solution

BY GILES MERRITT

THE DAMAGING split that has developed inside Northern Ireland's mainly Roman Catholic Social Democratic and Labour Party is to be discussed at two special Party meetings this week.

Both will take place at Dungannon, Co. Tyrone, on Wednesday evening.

The first will examine calls for the expulsion from the SDLP of Mr. Paddy Devlin, who last week resigned his senior post as the Party's spokesman against an "Irish dimension" solution for Ulster, involving Dublin in any future settlement.

The second meeting will decide whether or not the SDLP executive ratifies the controversial new policy.

The significance of Mr. Devlin's decision to quit the SDLP hierarchy has been reinforced by Mr. Ivan Cooper's announcement over the weekend that he supports Mr. Devlin's stand. Both Mr. Devlin and Mr. Cooper were Ministers in the short-lived 1974 power-sharing Executive.

SDLP spokesmen have denied there is a serious split, pointing to Mr. Devlin's reputation as a "maverick". But it appears a policy clash is inevitable with the Party's five former Ministers in the Executive opposing the "Irish dimension" line.

Refusals

Widespread dissatisfaction inside the SDLP, particularly over the British Government's acceptance of Loyalist refusals to discuss power-sharing, is known to have provoked the move towards the more nationalistic emphasis of an Irish dimension.

The shift away from power-sharing, which has been the SDLP's objective since its foundation in 1970, has also stemmed from fears that Unionist MPs at Westminster are moving, under the influence of Mr. Enoch Powell, towards a policy of integration with the U.K.

Many of Ulster's Roman Catholic moderates are desperately adopting a more hard-line stand as certain to be heightened if the SDLP executive votes on Wednesday for the "Irish dimension".

At the same time, the move towards nationalism has been further emphasised by the announcement this week-end that a new political party, committed to reunification, is being formed in Londonderry. As yet unnamed, the party is the reincarnation of the Province's Nationalist Party.

Town halls dance to a new tune

BY GILES MERRITT

It must have been an omen in the same week that "Float" but it could have been between the hit parade, Dudley and Oldham launched their own version of the "local authority float" and it looks like being a hit, too.

The initial response has been enthusiastic. Though Morgan Grenfell had agreed to subscribe for the lot, outside applications were such that they were comfortably over-subscribed and on their first day both issues were trading at around par.

Future local authority floaters are likely to be modelled along similar lines to the Oldham and Dudley issues. They are basically money market instruments whereas the Bristol float had no special market in mind. A coupon tied to Treasury bills is not particularly appealing for deposit-taking institutions and it is still far from clear whether there is a large demand for floating rate paper among traditional corporation stock investors.

The Morgan Grenfell model, by contrast, is clearly attractive to banks, etc., as it is linked to inter-bank rate and should guarantee them a safe return on their money.

Over the past few years local authorities have come to rely heavily on the money markets—well over £100m. of their £300m. odd debt probably matures in under a year. At the same time various institutions have found the local authority market a very convenient home for their funds.

Building societies have £24bn. invested in local authorities while Trustee Savings Banks and insurance companies each have well over £1bn. tied up.

While part of this money is invested in the negotiable bond market (total size £12bn.) and the corporation stock market (total size £16bn.), a large part of it has, in the past, been invested in short-term issues.

Should all issues be lumped together, once a week happens in the negotiable bond market, so that both large and small authorities pay the same rates, or will a hierarchy of rates, reflecting the differing size of the authorities, be allowed to emerge? Then there is the touchy subject of merchant banks muscling in on stock brokers' traditional territory.

If the local authority floaters are to develop its full potential the Bank of England clearly needs to give a firm lead.

Estimates vary as to the size of the lenders' option market but it could have been between £25bn. at its peak and people are talking of a potential demand for local authority floating rate paper of £50bn. per annum. So local authority floaters could quickly become an important money market instrument after all the market in sterling certificates of deposit is only £3.5bn. in size.

Whether they will or not depends on a number of things.

BY GILES MERRITT

First of all their marketability has to be tested. An important drawback of conventional corporation stock issues has been the thinness of the secondary market. If local authority floaters are to become important adjuncts to the inter-bank and CD market, deals in £1m-plus have to be easily accommodated.

Marketability will be enhanced if the authorities allow a sizeable amount of paper to be issued. At the moment local authority floaters have to take their place in the same queue as conventional stock issues—rationalised to roughly one-fortieth.

Apart from deciding how much paper they want to issue, the authorities also have to decide how to regulate the flow. Should all issues be lumped together, once a week happens in the negotiable bond market, so that both large and small authorities pay the same rates, or will a hierarchy of rates, reflecting the differing size of the authorities, be allowed to emerge? Then there is the touchy subject of merchant banks muscling in on stock brokers' traditional territory.

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If the local authority floaters are to develop its full potential the Bank of England clearly needs to give a firm lead.

Estimates vary as to the size of the lenders' option market but it could have been between £25bn. at its peak and people are talking of a potential demand for local authority floating rate paper of £50bn. per annum. So local authority floaters could quickly become an important money market instrument after all the market in sterling certificates of deposit is only £3.5bn. in size.

Whether they will or not depends on a number of things.

First of all their marketability has to be tested. An important drawback of conventional corporation stock issues has been the thinness of the secondary market. If local authority floaters are to become important adjuncts to the inter-bank and CD market, deals in £1m-plus have to be easily accommodated.

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Continued from Page 1

Krona

Sweden has been drawing to an undisclosed extent on the three loans it has taken this year, a \$1bn. credit, a DM200m. loan and a \$200m. bond issue. The foreign debt is predicted to increase by about Kr.15bn. this year.

As after the depreciation of the krona in April, the two other Scandinavian countries, which trade heavily with Sweden, have been forced to follow half way. The 5 per cent. devaluation of the Danish kroner, a new central rate of Kr.265.345 to DM100 within the "Snake" could help solve Denmark's current political crisis and save the day for Mr. Anker Joergensen's minority Social-Democrat Government.

He has been trying to push a stabilisation package designed to reduce the payments deficit and increase indirect taxes by a total of Kr.21bn. over the next three years through an extraordinary session of the Folketing.

Reaction in Norway was more angry. Mr. Per Kleppe, the Finance Minister, said Sweden was embarking on a dangerous course.

Snake still 'haven of stability'

Adrian Dicks writes from Bonn: There was unqualified disappointment to-day, yet little detectable surprise, that Sweden's increasingly severe inflationary problems had pushed it out of the snake.

For some months, leading West German economic officials have been pointing to Sweden as a cautionary tale of competitiveness threatened by excessive wage pressure and high taxes.

Herr Hans Apel, the West German Finance Minister, said last night in Frankfurt after the meeting of the snake countries' finance Ministers and central bankers that the snake would remain a "haven of stability" for members.

Officials do not feel that the joint float's usefulness has ended, although Germany has lost hope of developing it into the basis of a common economic and monetary policy.

Herr Apel and Dr. Oskar Emminger, the President of the Bundesbank, strongly played down the adverse effects of the Swedish move on West Germany's own export competitiveness.

At the close of business on Frankfurt foreign exchange markets last night, the Deutsche mark had gained only 0.7 per cent. against the "market basket" of 16 major currencies, so that its upward drift since the beginning of last year stood at 18.9 per cent. compared to 18.2 per cent. on Friday.

There was a noticeable gain of 3-3.5 per cent. against the currencies of the remaining members of the snake, with which West Germany does about 23.5 per cent. of its foreign trade, according to the Bundesbank.

John Wyles writes from New York: The dollar rose sharply against the mark and the Swiss franc in early New York trading yesterday morning.

Although trading was sporadic and light, the mark fell from 43.21/22 to 42.99-43.01, and the Swiss franc to 41.37/40 cents from 42.10/12.

Traders said that the rise partly reflected the unwinding of short dollar positions which were being magnified by the closure of the British foreign exchange market.

The Belgian franc was marked lower at the Brussels official fixing yesterday.

Second order for Mini project goes overseas

BY KENNETH GOODING, INDUSTRIAL CORRESPONDENT

THE SECOND major order placed by British Leyland for equipment for the new Mini project has, like the first, gone to an overseas manufacturer to the consternation of the U.K. machine tool industry.

The order, worth £4.8m., is for an automatic line for the production of the radius arm for the Mini's rear suspension and has been awarded to Heller, the West German company.

It follows a few weeks after Leyland Cars chose KUKA, another West German concern, to supply special welding machines at a cost of £7m.

Mr. Bill Vaughan, president of the Machine Tool Trades Association, said of the Heller deal: "This is very worrying because there are U.K. companies with the capacity to produce this equipment."

"And British companies have not received the orders they had hoped for by now from Leyland Cars in connection with the Mini project."

Five companies tendered for the contract, two from West Germany—including Heller—and three from the U.K. "The Heller tender met the stringent requirements of the Leyland engineers," Leyland said.

Kearney and Trecker Marwin, the Vickers subsidiary, was certainly among the contenders. Other U.K.-based companies in this particular market include Staveley and Cross International.

A factor which must have been significant is that Heller has previously supplied the same type of equipment to Leyland for the "O" series engine.

Leyland kept the Department of Industry informed as is usual with major contracts which might be placed overseas.

The Department said: "All we can do is make sure that the company concerned is aware of the U.K. manufacturers which can supply the equipment and that it gives them a fair chance. The final commercial judgment is always up to the company placing the contract."

Leyland expected to place about 80 per cent. of its orders for machine tools and other equipment in the U.K.

The KUKA contract also stipulates that at least 25 per cent. of the welding line will be British-made. Electric motors, hydraulic cylinders, limit switches and some controls will probably be supplied from the U.K.

At a meeting between Leyland Cars and the Machine Tools Trade Association in June, the association was given the impression that orders worth about £20m. would be placed within a month or so and that Leyland Cars would need machine tools worth at least £40m. by the end of next year.

There is to be another meeting between the two groups in mid-October when it is hoped that some kind of liaison over Leyland Cars' future plans can be established. The short-term machine-tool buying programme will also be discussed again.

New York cash crisis row threatens Mayor Beame

BY JOHN WYLES

NEW YORK, August 28.

MAYOR ABRAHAM Beame faces a fight for survival in New York City politics over the next ten days.

His main challengers for the Democratic Party's nomination are enthusiastically exploiting the Securities and Exchange Commission's damaging allegations that in late 1974 and early 1975 he helped mislead public investors about the state of the city's finances.

In a gritty counter-attack, the 71-year-old incumbent has claimed that by publishing his report 13 days before the Democratic Party chooses its candidate for Mayor in this November's election, the commission "injected itself in the political campaign at the eleventh hour with malicious abandon."

Potential

The commission's report was published on Friday after a 19-month investigation and its main conclusions have implications far-reaching and potentially far-reaching.

The report concluded that the mayor, the city's comptroller, Harrison J. Goldin, six New York City banks, and Merrill Lynch

Pierce Fenner and Smith, the country's largest brokerage house, all knowingly misled investors in city securities in 1974-75 by failing to disclose the seriousness of New York's financial plight.

The commission accused the six banks of encouraging the public to buy city securities in the spring of 1975, at the same time as certain of the underwriters were in the process of reducing or eliminating their holdings of the notes.

The mayor claimed over the weekend that he was as misled as New York investors. He had been assured by the banks that there was a market for New York securities when they were "rapidly unloading" their holdings.

Mayor Beame accused the commission of trying to protect the banks by delaying its report until late in the primary campaign, so that he and not they would be the main target of criticism.

Although the first impact of the report has been to inject some vitality into a flagging primary contest, it will continue to reverberate well after the September 8 election.

Congressional hearings on its findings are scheduled for the

autumn, and new federal regulations on the issue of municipal securities could result.

In particular, the same standards of disclosure as now cover corporate issues may be extended to municipalities.

Mayor Beame's campaign for re-election has made up some ground in recent weeks so that a poll conducted last week showed he was running neck and neck with former Congressman Bella Abzug.

Indifferent

His rather indifferent record in office will now come under closer scrutiny, thanks to the commission.

Mrs. Abzug has accused the mayor of "cover-up, collusion and conspiracy." She has produced a six-point "freedom of information programme" aimed at making city financial affairs more comprehensible and accessible to the public.

Mr. Mario Cuomo, the New York Secretary of State, who is also a candidate for Mayor, has urged that attention be focused on solving New York's problems.

Lance defies Washington critics

BY JUREK MARTIN, U.S. EDITOR

WASHINGTON, August 29.

MR. BERT LANCE, the director of the U.S. Budget Office, is to sell his home in Atlanta, Georgia, for a reported price of \$2m. According to his wife, he is in Washington for some time.

But the criticism concerning Mr. Lance's Byzantine personal financial affairs seems to be increasing in volume, with the result that the consensus in Washington is that his days in President Carter's Government may be numbered.

The latest New York Times disclosures about Mr. Lance's financial affairs again fell short of outright imputation of illegality but clearly added to the pressure on the budget director.

The newspaper's charges are that Mr. Lance's statement of his finances given to a Congressional Committee before his confirmation in office at the start of this year were significantly incomplete.

It was reported that proper account was not given of a private partnership between Mr. and Mrs. Lance (called Lancelot

and Co.) which had substantial stock holdings and bank borrowings, nor of four other private partnerships in which Mr. Lance was involved.

The newspaper said another Lance partnership improperly deducted from its tax returns interest payments to banks in return for loans made to Mr. Lance's 1974 Georgia governorship campaign committee.

It said the trustee of Mr. Lance's complex financial holdings admitted that he was not fully aware of their extent.

The White House and President Carter are sticking to the position that the budget director has done nothing illegal or unethical and that he voluntarily agreed to far more disclosure of his financial position than prospective Government officials had done in the past.

But yesterday Senator William Proxmire, the powerful chairman of the Senate Banking Committee, urged that Mr. Lance step aside—not immediately but soon—on the grounds that he lacked qualifications for the job.

Senator Proxmire, the sole Senate opponent to Mr. Lance's confirmation, said he thought